

**UNIVERSITI TEKNOLOGI MARA**

**LEADERSHIP STYLES OF MALE AND  
FEMALE SCHOOL HEADS**

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Dissertation submitted in partial fulfillment of the requirements for  
the degree of

**Master of Education (Educational Management and Leadership)**

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### Candidate's Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi Mara. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

In the event that my thesis be found to violate the conditions mentioned above, I voluntarily waive the right of conferment of my degree and be subjected to the disciplinary rules of Universiti Teknologi Mara.

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## Abstract

The issue whether male and female school leaders practice different leadership styles is a much-debated issue as the difference in leadership style is a key factor that may affect and influence as to whether women can be effective leaders. This is because men have long held these roles and it is only natural that people are concerned with the capability of female leaders. Therefore, this study aimed to investigate the differences between the leadership styles of male and female school heads. The study involved one hundred and thirty-eight teachers and six school heads from six primary schools located in the district of Bintulu, Sarawak. The research instruments comprised of a questionnaire and semi structured interviews that helped triangulate the findings. The questionnaire administered upon both school heads and teachers was adopted from Oates' (2010). The findings of this study revealed that there is no obvious difference between the leadership style of male and female school heads. The results also indicated that there is no significant difference between leadership styles and gender thus indicating that gender does not affect leadership styles of school heads. It is personality, culture and workplace that shape a person's leadership styles. This study implies that since there is no significant difference between the leadership styles of both male and female school heads it is perhaps pertinent that people change the negative perception that women do not make good leaders. Despite the limitation of sample size, this study has to a certain extent proven that both male and female school heads are equally good and capable of managing and leading schools.

## Abstrak

Gaya kepimpinan sering dikaitkan dengan perbezaan jantina. Gaya kepimpinan guru besar wanita seringkali dipersoalkan dan pertikaian selalunya merumus bahawa wanita tidak mampu menjadi pemimpin yang efektif seperti lelaki. Oleh yang demikian, kajian akademik ini dilakukan bagi melihat perbezaan gaya dan corak kepimpinan antara jantina. Kajian ini telah melibatkan seramai seratus tiga puluh lapan orang guru dan juga enam orang guru besar, daripada enam buah sekolah rendah terpilih di Bintulu, Sarawak. Data-data diperolehi melalui pengedaran borang soal-selidik yang diadaptasi dari Simon Oates (2010) dan juga sesi temubual. Hasil kajian mendapati tiada perbezaan gaya kepimpinan yang ketara di antara guru besar lelaki dan wanita. Seterusnya, kajian turut mendapati bahawa keberkesanan kepimpinan guru besar juga tiada kaitannya dengan jantina mereka. Kajian turut merumuskan bahawa personaliti, budaya dan persekitaran tempat kerja adalah faktor penyumbang kepada perbezaan cara kepimpinan di kalangan guru besar, dan bukannya jantina. Memandangkan kajian ini telah membuktikan tiada perkaitan jantina dengan gaya kepimpinan, maka ia seharusnya menukar perspektif umum bahawa wanita tidak mampu memimpin dengan baik. Walaupun saiz sampel adalah terhad, kajian ini telah membuktikan bahawa lelaki atau wanita mempunyai kebolehan yang setara untuk menjadi guru besar dan seterusnya mentadbir-urus sekolah.

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