

**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP BETWEEN  
ORGANIZATIONAL CLIMATE  
AND TEACHERS' JOB  
PERFORMANCE IN A  
SECONDARY SCHOOL IN  
SARAWAK**

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requirements for the degree of  
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## AUTHOR'S DECLARATION

I declare that the work in the dissertation was carried out in accordance with the regulation 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- institution for any degree or qualification.

I hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi Mara, regulating the conduct of my study and research.

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## **ABSTRACT**

The purpose of the study was to identify the relationship between organizational climate and teachers' job performance. The study was conducted in one secondary school in Padawan District. Data were collected by using questionnaires technique. The questionnaires was distributed to all teachers in the school using simple random sampling. A number of 120 questionnaires were distributed to teachers respondents and a number of 101 were returned and only 92 completed, and usable questionnaires were used for data analysis. Data were analysed using descriptive and inferential statistic. The findings showed that, in terms of organizational climate's dimension, hindrance was the most dominant climate as perceived by teachers. The findings also revealed that aloofness and thrust showed a significant relationship with teachers' job performance. Nevertheless, there was no relationship between teachers' academic qualification with teachers' job performance. The findings have implication for the role of the principal to enhance their leadership behaviour in order to create a healthy organization climate. Based on the findings, this study also provide several recommendations for improvement of practices and future research.

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# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

One of the most respected profession in the world is teacher (Usop, et., al., 2013). Teacher has been seen as a model and is consciously imitated. In Malaysian education system, teachers are the backbone of the school organization. Teachers' competency has a strong influence on school performance. It is said that the performance of the school depends on the effectiveness of teachers. Meaning that, teachers' job performance will determine the school achievement.

Teachers' job performance is described as duties performed by teachers to achieve organizational goals (Obilade, 1999). Besides that, performance can be regarded as almost any behavior, which is directed toward task or goal accomplishment (Shaari, et. al., 2002). Job performance also refers as an ability to combine the right behaviour towards the achievement of organizational goals and objectives (Uchendu, 2013).

The achievement of the students in the school in general relies upon the effectiveness of teachers in performing their tasks. Some teachers perform very well at school but some are not. On the other hand, it can be observed that in some schools, certain teachers can perform better in their job compared to other teachers in the other schools. Why this situation prevail?

Studies revealed that the organizational climate plays an important role in organization because it can influence job performance positively and negatively. In school context, the school climate was identified as one of the factor that influence