

WOMEN AS TRANSFORMATIONAL LEADERS: A CASE STUDY IN SABAH

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ABSTRACT: The study was conducted by researchers to identify women in leadership practices of teachers and principals from selected schools in Sabah. The study is based on the theory of transformational leadership by Kouzes and Posner (2003). The four components of transformational leadership are studied by researchers that the job performance, job satisfaction, job commitment, and job effectiveness. A total of 500 respondents from the five (5) Government Department and five (5) NGOs Non-governmental organizations involved the study in Sabah. The instrument used was a questionnaire and raw data collected were analysed using the software “Statistical Package of Social Science” (SPSS), version for windows 16.0. For each test, a prior significant level was set at $p < .05$. Analysis generated descriptive statistics of frequency, percentage, mean and variance of uses in qualitative and quantitative methods.

KEYWORDS: Transformational women leader, teachers and principals

INTRODUCTION:

Women leaders have a very significant role in determining the level of excellence or success of an organization while she leads. Women leaders will determine the future direction of the organization. The main challenge faced by women leaders is how to plan, develop, and accomplished for change making better leaders in an organization. The important of transformational leader is able to influence followers awareness and at the same time support of change to individual personal priority for the government department and NGOs Non-governmental organizations. For example, the success of women leaders in school is all on the responsibilities of women principal, assistant principals and all qualified teachers who have practice to be an effective as educators and leaders. Remember, the theory of leadership, “the Kouzes & Posner” was saying, if you don’t believe in the messenger, you won’t believe the message. You can’t believe in the messenger if you don’t know what the messenger believes (Kouzes and Posner 2003). In other words, the leader

focuses on, while managers are concerned about the way. Thus, the capacity and capability to face and deal with these situations requires a variety of alternatives. According to Abdullah (2003), submitted by his leadership in which his theory has been supported by the experts say it's a leader's transformational leadership style adopted when he was able to change the attitude of the individuals who lead from the attitude to prioritize the important of self-conscious group. These changes occur when they are voluntarily willing to work and strive to achieve the goals and objectives of the organization. In the context of the school, teacher or principal is an important and influential individuals as well as having a major role in creating a learning environment, professionalism, communication between the staff and the level of their concern for climate change is happening in the school and the environmental at large.

STATEMENT OF PROBLEMS:

Women leadership like those teachers and principals are needed in the administration of the school. They are not only responsible for the management of the school and even to teachers and students but so good to the society as well. Effectiveness of a school is dependent on the level and style of leadership or teacher practice. Leadership style would be emphasized together with transformational leadership. Transformational leadership by teachers and principals can encourage teachers to change their attitudes and values in order to have a commitment to the mission and vision towards the important of education. This section to determine, to describe and identify the attributes of effective characteristics of five (5) government agencies and selected colleges through the eyes and responses of the school principals and assistant principals; and teachers. There are five (5) NGOs Non-governmental organization in responses to women organizations in Sabah. The keywords to includes further for example, to identify the issues that are the basis of the study; specify the various aspects of perspectives on these issues; raise some of the main research questions that you want to answer through your study; identify what knowledge is available concerning your questions, specifying the differences of opinion in the literature regarding these questions if difference exists; and develop a rationale for our study with particular references to how your study will fill the identified gaps.

RESEARCH OBJECTIVES:

Research objectives to be achieved by the study are:

Identify level of the four components of transformational leadership in job performance, job satisfaction, job commitment and job effectiveness towards the inspirational motivation for teachers and principals at selected schools in Sabah.

Determine the leadership strategies that selected frequently used by women leaders in government department and NGOs Non-governmental organization based on Kouzes and Posners transformational leadership model.

RESEARCH QUESTIONS

The research questions need to identify and analyse many groups of women leadership:

What are the leadership strategies that being needed amongst women leaders to be selected in government department and NGOs non-governmental organizations on Kouzes and Posner transformational leadership model?

What is the leadership strategies needed to women leaders to accomplish organizations?

The perception of employees towards women as transformational is how leader plan, develop, and accomplish significant change in a organizations by being attentive to needs and motives of their followers (Northouse, 2004). The women strategies referring to Model's Kouzes and Posners would apply to the ten commitments of leadership are your voice must be heard in order to clarify our personal values. The strategies of women leadership to approach for government department and NGOs Non-governmental organizations need to be improved.

SIGNIFICANT RESEARCH

Why the significant research important? Significant research most important because research are more likely found out when people perceive their immediate status leadership, as a school principal and as a leader of organization to have high credibility, they are significantly more like to be proud to tell others they are part women leaders of the organization. They feel a strong own personal value as consistent with part of the organization. Of course, they feel attached and committed to the organization, and have a sense of ownership of the organization. This study was conducted to determine the extent of the practice of transformational leadership in a number of schools and government agencies in Sabah. The results of the study and the information obtained is necessary to reference the relevant parties involved, directly or indirectly, as a great teacher, school principals, teachers, assistant principals, heads of organizations such as the head of the committee or the fields and organizations, teachers and so on. Today, women would no more depending from men; they would claim to make with equality compare to men. The National Educational Blueprint marked the significant of women in realizing the role of school women principal is considered as the first and foremost important person in ensuring the effectiveness of the school and efficiency in running the school (Rahimah 2004).

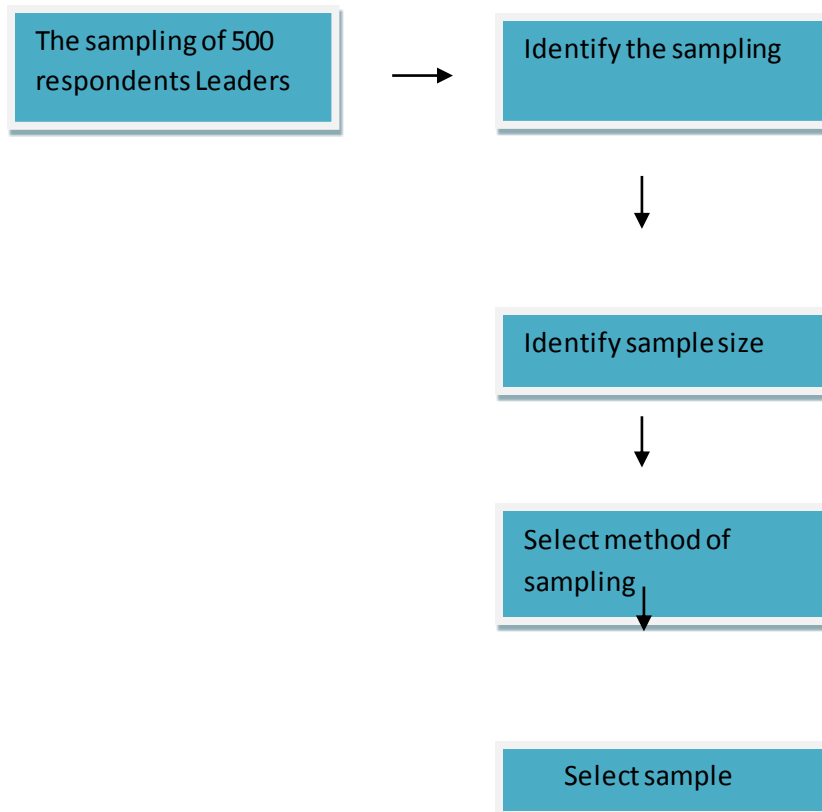
RESEARCH DESIGN

Research designs are to describe and to find out the response of employees towards women leaders as transformational leadership a case study in Sabah. According to research design suggested by Creswell (2003) there are five important method designs sequential design, explanatory design, embedded design, triangulation design and concurrent design. The study of research design is suitable for use in research that aims to describe an event or situation is going to take the data, phenomena studied are transformational leadership practices of the few schools in Sabah. All formulations of the objectives of the study are based on the responses given by the response to all statements contained in the questionnaire form. According to Creswell (2003), the literature support the premise that qualitative a research methodologies are the most appropriate way to explore on women's issues and concerns as leaders. The two variables that will be used in this study, the dependent variables and independent variables. Variables that will be used in this study is the level of transformational leadership practices, while the independent variables were demographic factors namely- gender, race, and the term of office as a teacher or principal to serve as respondents.

SAMPLE AND PLACES

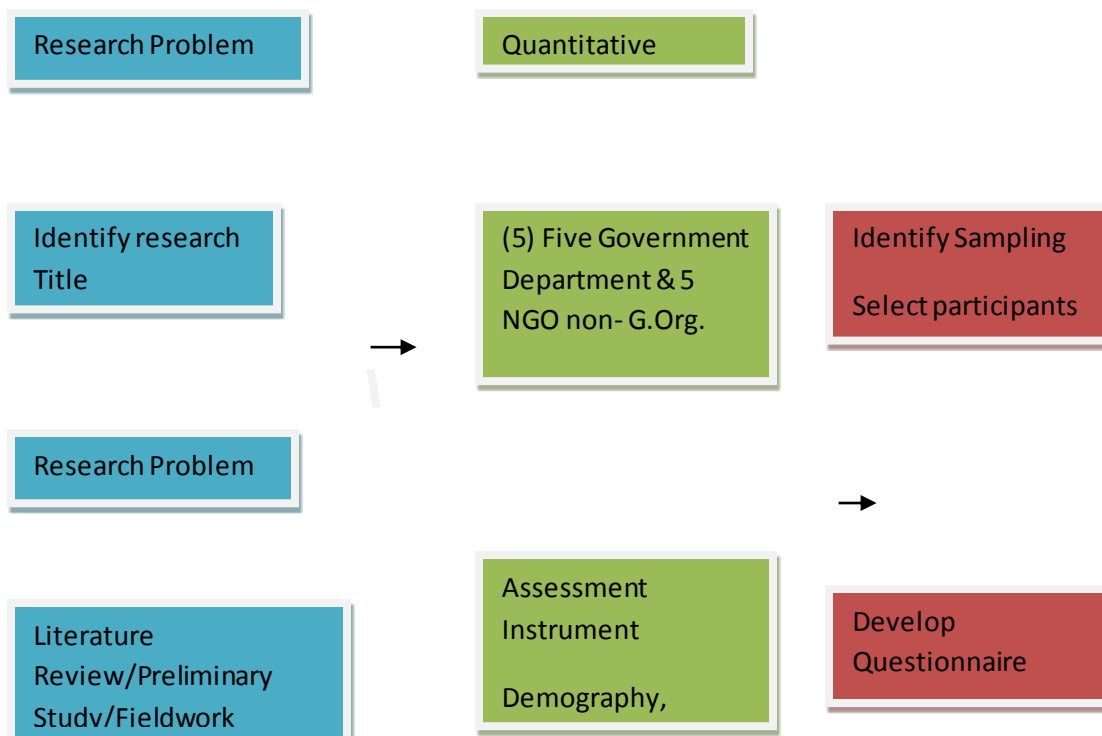
Researchers aimed to investigate the practice of transformational leadership headmaster at the selected schools in Kota Kinabalu, Sabah. In this sample, the researchers will select teachers and principals from selected schools in Sabah. There are 500 respondents in the sample, and will relate the level of teacher and principals leadership through the questionnaires will be distributed. Researcher's used 500 female as respondents in this study. The five (5) are government department of 250 respondents and another five (5) NGOs Non-governmental organizations of 250 respondents of women leader selected from KYS Sabah College Foundation, SMK Sabah College, TTC Gaya Teachers Training Institute, KPM Ministry of Community Development and Consumer Affairs and Sabah Tourism and NGOs organizations from UMNO Women Movement, PUTERI Sabah Women Youth, UPKO Women Movement, PBS Women Movement and MPWS Sabah Women Advisory Council.

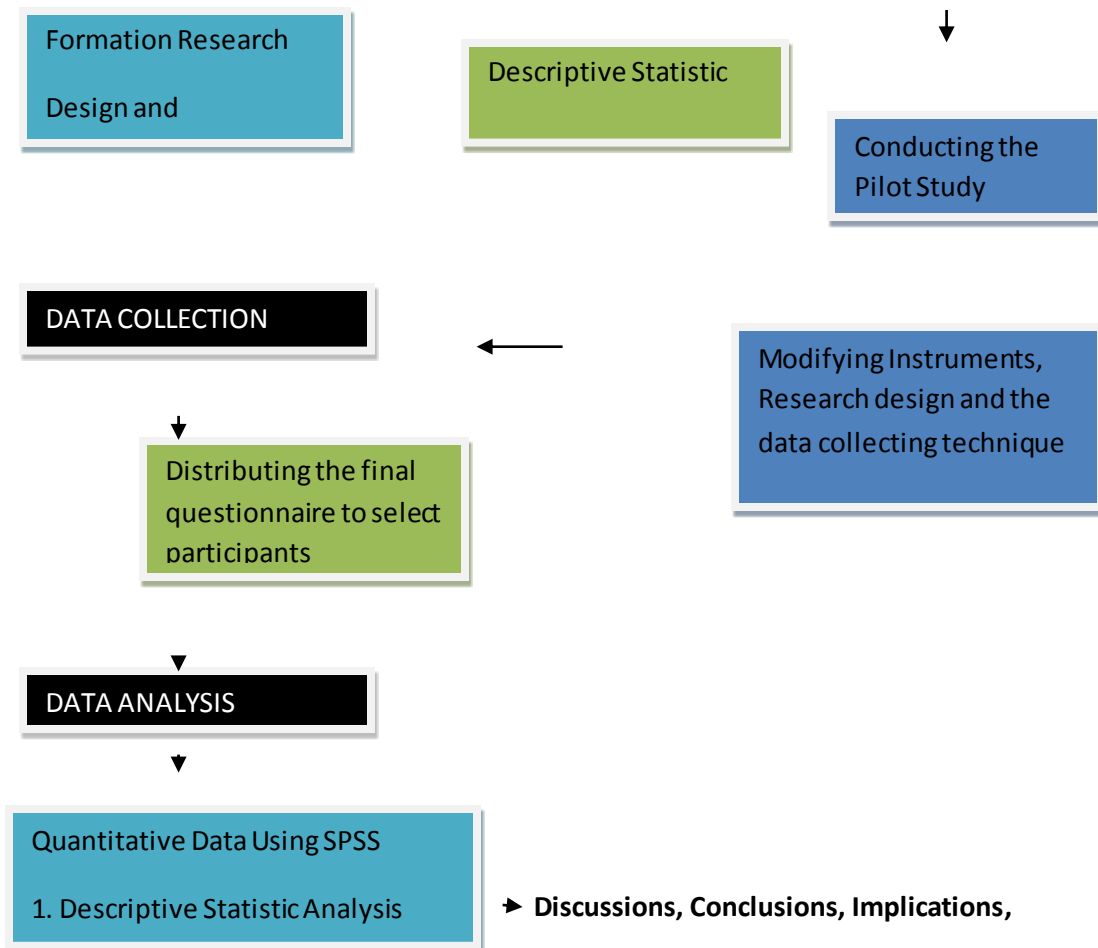
SAMPLING METHOD



RESEARCH PROCEDURE

The women organization and sampling begins when the researcher formulate the research problem and review the literature through which women is described conceptually. To identified and analysed of women leadership in organization. It is often impractical and usually unnecessary to measure all the elements in women of interest. Typically a relatively small number of subjects that will adequately represent the population are selected from number of women. The degree of representativeness and the quality of the information obtained is based on the sampling technique. The research procedure for selecting such a sample is to use probability sampling, a method of sampling in which the subjects are selected randomly in such way that the researcher knows the probability of selecting each number of women. Random selection implies that each member of women as a whole or of subgroups of the organization has an equal chance of being selected. However, there is always some degree of error in sampling and that error must be considered in interpreting the result. The strategy for selecting sample influences the quality of the data and the inferences that can make from it. In this research, the population is categorized as a large population and it is quite impossible and need time to use all women leader.





SURVEY QUESTIONNAIRE

The survey questionnaire is a tool used in the study to test a question. It is based on questionnaire because it coincided with the methodology of the study as well as saving time and cost of research. The study employed Kouzes and Posner's LPI Leadership Practices Inventory (2003), questionnaires were used to measure concepts related to the attitudes, perceptions and views of the evidence than the background. Data were collected via survey questionnaire. The use of questionnaires can improve the accuracy and truthfulness of the responses given by the sample as it is not affected by the maneuverability of researchers.

The questionnaire is also an instrument that is often used in descriptive research method, the collaboration of the respondents in research survey. They are free to make choices and assess according to the questionnaire. Researchers found the selection questionnaires as the instrument is based on several reasons, namely; Obtain more accurate data, and respondents can provide quicker feedback on what you want to review, compared with other methods. Researchers can communicate or cooperate with their responses more easily.

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