

**STAIL KEPIMPINAN PENGETUA DAN
SUASANA KERJA GURU DI SEKOLAH
MENENGAH DAERAH KENINGAU**



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ABSTRAK

STAIL KEPIMPINAN PENGETUA DAN SUASANA KERJA GURU DI SEKOLAH MENENGAH DAERAH KENINGAU

Kajian ini dijalankan bagi mengenalpasti stail kepimpinan pengetua yang paling dominan serta hubungannya dengan suasana kerja guru di sekolah menengah daerah Keningau. Stail kepimpinan yang dikaji ialah *Production Emphasis* dan *thrust* manakala suasana kerja akan ditentukan samada mesra atau *disengagement*. Bagi memenuhi matlamat ini data dikumpulkan melalui soal selidik berasaskan *Organizational Climate Description Questionnaire (OCDQ)* yang telah diubahsuai dan diedarkan kepada 205 orang guru di lima buah sekolah menengah. Analisis statistik deskriptif, ujian *t*, ujian ANOVA Sehalu serta analisis Pekali Korelasi Pearson *r* telah digunakan dalam kajian ini. Keputusan kajian menunjukkan bahawa stail kepimpinan paling dominan yang diamalkan oleh pengetua ialah stail kepimpinan *thrust* (61.5%) berbanding *production emphasis* (38.5%). Manakala suasana kerja secara umumnya mesra (*intimacy*) (56.6%) namun suasana negatif iaitu *disengagement* masih wujud (43.4%). Ujian *t* dan ujian ANOVA Sehalu mendapati bahawa tidak terdapat perbezaan yang signifikan berkenaan stail kepimpinan pengetua dan suasana kerja berdasarkan jantina. Stail kepimpinan pengetua juga tidak berbeza secara signifikan berdasarkan faktor umur tetapi signifikan dari segi suasana kerja. Ujian korelasi turut mendapati suasana kerja guru mempunyai hubungan stail kepimpinan pengetua. Dapatan ini diharap dapat membantu penggubal-penggubal dasar, perancang-perancang program, Pengetua-pengtua sekolah dan para penyelidik ke arah meningkatkan dan memantapkan lagi program profesionalisme kepimpinan sekolah.

ABSTRACT

Principal's leadership style and working environment of teachers in the secondary schools in the Keningau district.

The purpose of this study was to identify the principal's most dominant leadership style and its relationship with working environment of teachers in the secondary schools in the Keningau district. The leadership style examined are Production Emphasis and thrust, while the working environment will be determined in term of intimacy or disengagement. In order to achieve the aim of this research, data was collected through a questionnaire of Organizational Climate Descriptions Questionnaire (OCDQ) being modified and administrated to 205 teachers in five secondary schools. The statistical tools employed in the study were mean, standard deviation, t-test, One-Way ANOVA and Pearson Correlations which were analyzed accordingly with the objectives of the study. The finding indicated that the leadership style which is most dominant practiced by the principals is the thrust leadership (61.5%) compared to production emphasis (38.5%). While an intimacy in the working environment shows (56.6%), there is still the existence of and disengagement (43.4%). The t-test and the One Way ANOVA test did not showed any significant difference between the principal style leadership with the working environment based on gender. The correlation analysis further found that the teachers working environment is affected by leadership style. Based on the findings of the study, recommendations were made that are thought to be relevant, useful and applicable to policy makers, programmer planners, principals and future researchers to improve and ensconce the leadership professionalism in school.