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**Kemahiran Konseptual Dalam
Menghadapi Cabaran Pendidikan
Masa Kini: Perspektif Pengetua Dan
Guru Besar Novis Di Malaysia**

*Shariffah Sebran Jamila binti Syed Imam
(Institut Aminuddin Baki),
Dr. Mohamed Sani Hj. Ibrahim, Dr. Mohd.
Izham Hamzah, Dr. Hairuddin Mohd. Ali
(Universiti Kebangsaan Malaysia)*

**Kesedaran Dan Peranan Pengetua
Membangunkan Pusat Sumber
Sekolah (Tumpuan Kepada Sekolah
Menengah Harian Di Negeri Selangor)**

*Hajah Siti Hadijah binti Alwi
(Institut Aminuddin Baki)*

**Analisis Pembentukan Kerangka
Hubungan Antara Gaya Kepimpinan
Ketua Dengan Komitmen Pekerja Dan
Keberkesanan Organisasi**

*Khairunesa binti Haji Isa
(Universiti Tun Hussein Onn Malaysia)*

**Improving Remote Primary Schools In
Malaysia: School Improvement
Program - A Case Study**

*Dr. Na'imah binti Ishak & Hajah Rosnarizah
binti Abdul Halim (Institut Aminuddin Baki)*

**Headmasters' And Headmistresses'
Roles In Facilitating Learning
Organization In Selected Primary
Schools In Malaysia: A Preliminary
Study**

*Ali Khamis Ali, Azam Othman
(International Islamic University Malaysia)*

**Historical Development Of Secondary
Education In Bangladesh: Colonial
Period To 21st Century**

*Md. Mustafizur Rahman, Dr. Mohd. Izham
Mohd. Hamzah,
Prof. Datuk Dr. Tamby Subahan Mohd.
Meerah, (Universiti Kebangsaan Malaysia)
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HEADMASTERS' AND HEADMISTRESSES' ROLES IN FACILITATING LEARNING ORGANIZATION IN SELECTED PRIMARY SCHOOLS IN MALAYSIA: A PRELIMINARY STUDY

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ABSTRACT

The purpose of this study was to examine headmasters' and headmistresses' roles in facilitating learning organization and their perceptions of transformational leadership in primary schools. The study also examined the relationship between the headmasters' and headmistresses' perceptions of transformational leadership and their roles in facilitating learning organization. A survey method was used to collect data from 41 headmasters and headmistresses who were pursuing a Bachelor degree in Educational Management. An organizational learning questionnaire developed by Silins, Zarins and Mulford (2002) was modified and used to measure the roles of headmasters and headmistresses in facilitating learning organization, while a transformational leadership questionnaire developed by Leithwood and Jantzi (1996, 1997) was modified and used to assess leadership. Means and Pearson product correlations were used to analyze the data. Major results of this study showed that headmasters and headmistresses have high perceptions of learning organization and transformation leadership. Overall, transformational leadership indicated high and significant correlations with overall learning organizations. Each dimension of transformational leadership indicated high and significant correlations with overall learning organizations. Furthermore, almost all dimensions of leadership showed significant correlations with dimensions of learning organization.