

HUBUNGAN KEPIMPINAN DISTRIBUTIF  
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KOLEKTIF WARGA KERJA DALAM  
PENTADBIRAN DI SEKOLAH-SEKOLAH  
ORANG ASLI DAERAH ROMPIN DAN  
PEKAN, PAHANG

MOHD ZAINUL ABIDIN BIN ZAKARIA

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## SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Master of Science.

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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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## ABSTRAK

Kajian ini bertujuan untuk melihat hubungan Kepimpinan Distributif yang diamalkan oleh kalangan pihak pentadbir di sekolah-sekolah Orang Asli etnik Jakun di daerah Rompin dan Pekan, Pahang dalam konteks pengurusan organisasi kokurikulum terhadap efikasi sendiri dan efikasi kolektif pihak pentadbir dan guru-guru pelaksana. Sekolah-sekolah kajian yang majoriti muridnya terdiri daripada Orang Asli etnik Jakun dipilih memandangkan etnik Jakun ini merupakan etnik yang terbesar menetap di daerah Rompin dan Pekan, Pahang. Sehubungan itu, kajian ini berfokus kepada bagaimana usaha pihak pentadbiran sekolah dalam mengaplikasikan pendekatan kepimpinan distributif yang mampu memacu komitmen, efikasi serta menggembeleng kepakaran guru-guru pelaksana agar dapat merancang serta melaksanakan program kokurikulum yang menarik serta terancang bagi membantu menarik minat pelajar Orang Asli etnik Jakun untuk hadir ke sekolah. Kajian ini bersifat kajian kes dengan menggunakan kaedah kualitatif (temu bual). Seramai 21 orang responden kajian yang terlibat iaitu terdiri daripada pihak pentadbir dan Setiausaha Sukan dan Kokurikulum. Dapatan temu bual telah dianalisis menggunakan perisian ATLAS.ti9 dan juga secara manual. Dapatan penyelidikan ini telah memberi satu penambahbaikan terhadap kajian iaitu pemimpin di sekolah perlu mengamalkan kepimpinan pelbagai corak mengikut situasi yang wujud dalam sesebuah organisasi. Selain itu, agihan tugas dan penurunan kuasa harus dilakukan oleh pemimpin sekolah kepada guru bawahan. Seseorang pemimpin juga harus memahami berkaitan budaya setempat sebelum memperkenalkan budaya baharu di sekolah. Melalui amalan kepimpinan distributif ini, efikasi sendiri dan kolektif pihak pentadbir dan guru-guru dapat ditingkatkan serta dapat mengatasi masalah ponteng sekolah dan keciciran dalam pendidikan. Sumbangan terhadap teori dalam kajian ini ialah seseorang pemimpin haruslah menggabungkan pelbagai bentuk kepimpinan mengikut situasi yang wujud. Selain itu, dalam mengubah budaya sekolah, seseorang Guru Besar haruslah melihat kesesuaian budaya setempat dan budaya masyarakat Orang Asli supaya tiada penolakan daripada para pengikutnya. Walaupun perkongsian kuasa amat disarankan dalam bentuk kepimpinan distributif, namun limitasi mestilah dihadkan supaya tiada pelanggaran terhadap dasar-dasar dan peraturan yang telah ditetapkan oleh Kementerian Pendidikan Malaysia (KPM).

## **ABSTRACT**

This study examines the relationship between Distributive Leadership practiced by administrators in Orang Asli schools of Jakun ethnicity in Rompin and Pekan districts, Pahang, in the context of co-curricular organization management and its impact on the self-efficacy and collective efficacy of teachers. The study focuses on schools with a majority of students from the Orang Asli Jakun ethnic group, as they are the largest ethnic group in the area. The goal is to explore how the school administration's efforts to apply distributive leadership can enhance commitment, efficiency, and the expertise of implementing teachers to plan and implement an attractive and well-planned co-curricular program to encourage Orang Asli students of the Jakun ethnicity to attend school. This case study employs qualitative methods (interviews) and involves 21 research respondents, including administrators and the Sports and Co-Curriculum Secretary. The interview findings are analyzed using ATLAS.ti9 software and manual techniques. The study's findings suggest that school leaders must practice various leadership styles according to the organization's situation. Additionally, school leaders should delegate authority and distribute tasks to subordinate teachers while considering local culture. By applying distributive leadership, administrators and teachers can enhance their individual and collective efficacy and overcome the problem of absenteeism and dropouts. This study's contribution to theory is that leaders should combine different forms of leadership based on the situation. Also, in changing the school's culture, the headmaster must consider the appropriateness of the local culture and the culture of the Orang Asli community to avoid rejection from followers. While power-sharing is recommended through distributive leadership, leaders must limit the scope to avoid violating policies and regulations set by the Malaysian Ministry of Education (MOE).



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