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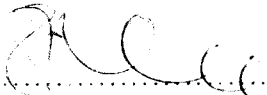
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**LEADERSHIP BEHAVIOR AND ACADEMIC ACHIEVEMENT
OF PUPILS : A COMPARISON IN TWO
SECONDARY SCHOOLS**

LEONG KAI SAN

**A Project Paper Submitted to the Faculty of Education
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ABSTRACT

Extensive correlative research indicates that school with certain characteristics, such as the ideology, organizational structure, and the instructional practices of the school, had been identified in creating effective school have higher levels of student achievement than schools without those characteristic. In recent years, a situation gradually emerges in which certain schools gain a good reputation for producing excellent results while others do not. This has inevitably created a situation where school principals try their best to ensure that their students achieve high quality passes at all common examinations. The main purpose of this study attempts to ascertain the types of administrative behavior the principal exhibit in selected secondary schools, and to what degree these behaviors are related to the pupil academic achievement. Two principals and 85 teachers serving under them participated in this study covering two secondary schools in a district of Pahang State. The Leadership Behavior Description Questionnaire (LBDQ) Form XII was used and teachers' perceptions on items indicating the principal's administrative leadership and his compliance with certain norms, held by teachers, of his administrative behavior were used as data to classify a principal according to whether he displays Personal Orientation Leadership Behavior or System Orientation Leadership Behavior. Although the result of the study indicated that Personal Oriented Leadership was predominated, but the different leadership behavior of principal which are the Personal Oriented Leadership and the System Orientation Leadership are important contributors to academic achievement in both schools.

**PERLAKUAN KEPIMPINAN DAN PENCAPAIAN AKADEMIK PELAJAR :
SATU PERBANDINGAN ANTARA DUA BUAH SEKOLAH MENENGAH
DI NEGERI PAHANG**

ABSTRAK

Penyelidikan Korelasi yang komprehensif telah menunjukkan sekolah yang mempunyai ciri-ciri seperti pegangan ideologi, struktur organisasi, dan mempraktik pengajaran yang tersendiri telah dikenalpasti sebagai penentu utama dalam pembentukan sekolah yang berkesan. Beberapa tahun kebelakangan ini, sesetengah sekolah telah memperolehi reputasi yang tinggi, di mana pentadbir sekolah telah bertungkus rumus untuk memastikan kualiti dan kecemerlangan akademik pelajar. Objektif utama kajian ini merupakan satu usaha untuk mengenalpasti gaya perlakuan pentadbiran yang ditunjukkan oleh pengetua-pengetua di sekolah yang terpilih. Untuk tujuan ini, dua orang pengetua dan 85 orang guru yang kini sedang berkhidmat di sebuah daerah di Negeri Pahang telah dipilih dan mengambil bahagian dalam kajian kali ini. Soal Selidik Perlakuan Kepimpinan (LBDQ) Borang XII telah digunakan. Persepsi guru terhadap perlakuan kepimpinan dan pentadbiran pengetua yang dianggap bersesuaian dengan norma-norma tertentu ditentukan berdasarkan maklumat soal selidik, dan data ini akan digunakan untuk mengelaskan jenis perlakuan kepimpinan mereka, sama ada Berorientasikan Kemanusiaan atau Berorientasikan Sistem. Walaupun dapatan kajian ini menunjukkan jenis kepimpinan yang Berorientasikan Kemanusiaan mengatasi kepimpinan yang Berorientasikan Sistem, pada hakikatnya, kedua-dua jenis perlakuan kepimpinan ini dianggap sebagai penyumbang penting dalam menentukan kecemerlangan akademik pelajar di kedua-dua buah sekolah berkenaan. Adalah dicadangkan supaya penyelidikan selanjutnya dapat dijalankan untuk menghubungkan-kaitkan faktor-faktor personaliti pemimpin dengan perlakuan pentadbirannya di sekolah agar dapat membantu pengetua memperolehi perlakuan kepimpinan yang lebih berkesan dalam pentadbirannya.

DEDICATION

Special for.....

My loving wife, Sons and daughter

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ABBREATIONS

LBDQ	=	Leadership Behavior Description Questionnaire
SPSS	=	Statistical Packages for the Social Science
SMK	=	Sekolah menengah Kebangsaan
SK	=	Sekolah Kebangsaan
n	=	Numbers of sample
t	=	T-Value Test
UPSR	=	Ujian Penilaian Sekolah Sekolah Rendah
PMR	=	Penilaian Menengah Rendah
SPM	=	Sijil Pelajaran Malaysia
$p < .05$	=	Significant level of 95%