

Women Transformational Leadership: A Case Study in Sabah

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ABSTRACT

This research survey was done in relation to my studies at University Technology Malaysia (UTM) specialising in Management and Administration in Education. The main aim and objective of my study is to critically analyse women transformational leadership issues in the Government Sectors and Non-governmental Organisations (NGOs), as well the chances of women to be appointed as District Officer and Assistant District Officer in the State Administration of Sabah. Thirty (30) Sabahan women leaders are randomly selected as respondents from the five (5) Organisations in the Government Sector and (5) five NGOs for this study. The survey questionnaires were distributed to the targeted respondents to find out their needs and expectations, if any, for their views, opinions and recommendations on how to improve women opportunities for career advancement within their respective organisations and workplace in Sabah.

Introduction

Women transformational leaders with knowledge, skills and attitude need their rights to develop and accomplished for a change in making better leaders in Government Sectors and Non-Governmental Organisations (NGOs). Women leaders should have a vision for the future and develop plans and objectives for achieving goals within an organisation. Women leaders need to be independent and capable in order to be at par with men in their leadership skills and roles, so that they can claim their rightful place as leaders and hold decision-making positions in the Government Sector and Non-governmental Organisations (NGOs). Women leaders should also help other women achieve success and facilitate them, for them to get involved all the sectors: education, economics, politics and social programmes in Sabah. This vision or aim and objective can be seen as an important platform to mobilize women forward towards achieving their target, for the recognition of women and for more women participation in nation building by leading the organization in the Government Sector, Non-Governmental Organisations (NGOs) and private sectors.

Malaysian society is still very much male dominated and it is for this reason that the Malaysian Government had set a target of 30% women representation for the country. Women should be involved in decision-making because women constituted for half of the world's population, their political, social, human and economic rights must be safeguarded by having equal women participation and representation in the decision making process at all levels. Women should come forward and make their presence felt. Women should always be leading the way forward and have the desire and will to come out strongly together to serve for the benefit of society, the State and Country. Women can be very skillful leaders as is proven by their role as a mother in the family looking after the husband and children. Women are part and

parcel of society and cannot be excluded or sidelined and must be given equal responsibilities to participate in government and indeed all the sectors so that they can work for the good of society and all the races. Women organizations would stand firm and pledge that men and women are always equal partners to help develop the State and Country (Yukl, 2003). Women can also strengthen their position through involvement in business, social and political arena. Women should now be able to move forward swiftly and strongly due to the support given by the State Government through Ministry of Community Development and Consumer Affairs KPMHEP, JHEWS, MPWS and other women organizations created to look after their interests (Sabah Women Affairs 2008).

It has been envisaged that Malaysia would become a high-income developed country as early as 2018, two years before the target date in 2020. Malaysia is on the right track to realize the target as the government's transformation programmes have started to show significant progress and success in every sector and aspect. The worldwide ranking tables have shown that Malaysia is steadily moving up its position on the world ladder, for example the World Bank ranked Malaysia at Number 12 in its Doing Business Report 2013, and recent surveys show that Malaysia is in line to achieve high income developed nation status as early as 2018. With the right Government policies to help the State and Country to progress, Sabah and Malaysia should no longer be called a "developing country," or a "third world country," a term used by the western developed nations to label countries who are not a high-income nation. If the peoples will rise up to the challenge, especially the women leaders, then I would think that this is not an impossible dream, but an achievable target. It means that Malaysia would have a highly developed industrial base, sound financial system and management and above all Malaysians would have the all the benefits of a well developed economy, if all the capable women leaders in the Country participated in Nation building (Economic Development Journal, 2008). The State administration was committed to ensure a future laden with hope for every segment of the Malaysian society and also for the women leaders of Sabah. The foundation of every state will focus on the education of Sabahan women leaders. The government administration would continue to engage the women leader and include them as part of the process of Nation building. The government should be more open, in practicing full democracy by giving its citizen full democratic rights similar to those in the Western Countries, create a more liberal system for everyone to excel in their careers and enterprise and have all their voices heard (Ulrich & Smallwood, 2007).

There are many women leaders who are qualify to hold the post as District Officer and Assistant District Officer in Sabah, but unfortunately only one woman District Officer and one woman Assistant District Officer among the few women being offer to head the Government Administration (Sabah Women's Affairs Department, JHEWS, 2010). Women leaders have the qualities of a great leadership and they are able to create a to change in the government sectors and NGOs in Sabah but they are not given an opportunity to lead (Sabah Women's Advisory Council, MPWS, 2006).

**CHIEF MINISTER DEPARTMENT
(STATE ESTABLISHMENT OFFICE)
(23 District Officers and 54 Assistant District Officers)**

2017

NO.	DISTRICT OFFICES	MALE	FEMALE
1.	Penampang		√
2.	Papar	√	
3.	Tuaran	√	
4.	Kota Belud	√	
5.	Ranau	√	
6.	Kudat	√	
7.	Kota Marudu	√	
8.	Pitas	√	
9.	Keningau	√	
10.	Tambunan	√	
11.	Nabawan	√	
12.	Sipitang	√	
13.	Tenom	√	
14.	Beaufort	√	
15.	Kuala Penyu	√	
16.	Kinabatangan	√	
17.	Beluran	√	
18.	Semporna	√	
19.	Lahad Datu	√	
20.	Tongod	√	
21.	Kunak	√	
22.	Putatan	√	
23.	Telupid	√	

Women leaders should be given an opportunity to lead the organisations in public and private sectors in Sabah (Sabah Women's Advisory Council, 2006). According to Sabah District Office in the State Administration (2017), the District Administration in Sabah consists of 22 male District Officers and only one female District Officer in Sabah as shown in Table 1.1. Puan Lovita Koisun was the only woman District Officer attached to the Penampang District Office and the only Assistant District Officer attached to Keningau District Office, (Ministry of Rural Development Sabah Administration, 2017). Table 1.2 showed that no women leaders have been appointed to be Mayor of City's Hall Kota Kinabalu, President Municipal Council Sandakan or President Municipal Council Tawau under the Ministry of Local Government in Sabah (City's Hall and District Councilors, 2017).

CITY'S HALL AND MUNICIPAL COUNCIL IN SABAH 2017

(Mayor City's Hall and President Municipal Council)

NO	MAYOR AND COUNCILORS	MALE	FEMALE
1.	Mayor of City’s Hall Kota Kinabalu	√	
2.	President Municipal Council Sandakan	√	
3	President Municipal Council Tawau	√	

Background of Statement

For example, District Administration of District Office and Sub-District Office under the Establishment Office in Sabah. The District Administration in Sabah consists of 22 male District Officers and the only female District Officer; and the only female Assistant District Officer out of 54 male Assistant Districts Officers in Sabah. Another City’s Hall/Municipal Councilors in Sabah consists of (1) Mayor of the City’s Hall Kota Kinabalu, (1) President Municipal Council Sandakan at one time appointed a woman and (1) President Municipal Council Tawau under the Ministry of Local Government in Sabah. Since independence the number of Districts and Sub-Districts has increased illustrating quite clearly the indispensable role that district administration is playing in the general administration and development of the State. For example, Puan Lovita Koison was the only woman District Officer attached to the Penampang District Office and the only Assistant District Officer attached to Keningau District Office, (Ministry of Rural Development Sabah Administration, 2017) as stated below:

Statement of Problems

Among the strong argument to recruit more women into district administration, today number of women were capable to compare men, women were responsible, knowledgeable and well-educated in most relevant aspects of professional and expertise experiences. Women were claiming to be a good leader and will continue to fight 30 percent to be fair at workplaces compare to men. This study conducted which focus Sabah Ministry of Rural Development of State administration which included into 500 respondents on the importance of women leadership; and student’s studies and her academic achievement at school or at her workplace among Sabahan women leaders from the Government Sector and NGOs, which consisted of 250 respondents selected from five (5) government departments and 250 respondents from NGOs. Among the strong argument to recruit more women into district administration, today number of women were capable to compare men, women were responsible, knowledgeable and well-educated in most relevant aspects of professional and expertise experiences. Women were claiming to be a good leader and will continue to fight 30 percent to be fair at workplaces compare to men. Ministry of Community Development and Consumer Affairs (KPMHEP), Ministry of Rural Development Sabah (KPLB) and selected colleges, namely the (UCYS) University Colleges of Yayasan Sabah, Sabah College Secondary School, (GTTI) Gaya Teachers Training Institute in Sabah, while 250 respondents are from five (5) NGOs, namely UMNO Women Movement, PUTERI Sabah Women Youth Wing, UPKO Women Movement, PBS Women Movement and MPWS, whereby the respondents were randomly selected to fulfill this study and research objectives on women leadership, mainly concentrating on the Government Sectors and NGOs in Sabah.

Research Objectives

The subsequent research objectives are identified as a yardstick for the researcher to fulfill the study in investigating the women transformational leadership.

1. To determine the women transformational leadership from aspect of job satisfactory, job performance, job commitment and job effectiveness under their responsibilities.
2. To determine the women transformational leaders base on usage of power and authority, personal character and decision-making within women leadership.
3. To determine the relationship between women to their achievement, satisfaction, effectiveness and commitment of their leadership, usage of power and authority, personal character and decision making.
4. To determine the women transformational leadership strategies used by Sabahan women leaders in the Government Sectors and NGOs (based on Kouzes and Posner leadership Model).
5. To determine the difficulties and problems faced by Sabahan women leaders in carrying out their responsibilities in the Government Sectors and NGOs.
6. To determine ways women can best enter and succeed at leadership positions in the Government Sectors and NGOs.

Research Questions

The following research questions are recognized as a framework for the researcher to fulfill the study in investigating the Women transformational leadership.

1. Is there any practice for women to deal women leaders and subordinates through job satisfactory, performance, commitment and effectiveness.
2. Is there any practices for women to deal women as a whole in leadership, usage of power and authority, personal character and decision making.
3. What are the transformational leadership strategies used by Sabahan women leaders in the Government Sectors and NGOs, based on Kouzes and Posner leadership Model?
4. What are the difficulties and problems faced by Sabahan women leaders in carrying out their responsibilities in the Government Sector and NGOs?

5. How women can best entered and succeed as leadership positions in the Government Sectors and NGOs?

Research Hypothesis

There are three different hypotheses generated from the research questions and aimed to be tested through statistical analyses. Research hypotheses to identify women transformational leaders issues, planning and setup entrepreneurs training programme especially those active business women leaders. Research hypotheses continue generated and conducted the analyse research issues of women transformational leaders and ready to overcome their problem issues. Women leaders will continue to perform and solving the current issues through research policies implemented by women leaders towards Government Sectors and NGOs for further actions.

Research Hypothesis, to determine the issues of women in recognition of their role and contribution towards the economic growth in Sabah. Having this kind of policy issues will undoubtedly encourage women to be an active and progressive contributor in the development of economic, educational, social and political arena. The vision of Government Sectors and NGOs current issues. The current policies issues of Government Sectors and NGOs organisations are plan to setup on women transformational leaders to better performance and achievement of Government Administration policy studies towards vision 2020, (Creswell. J.W. 2005 - Educational Research: Planning, Conducting and Evaluating).

Hypothesis Numbers	Statement of Hypothesis	Results
H1:	There is a positive and significant relationship between decision making and women leadership.	Supported
H2:	There is a positive and significant relationship between usage of power and women leadership.	supported
H3:	There is a positive and significant relationship between job effectiveness and women leadership.	Supported
H4:	There is a positive and significant relationship between job commitment and women leadership.	Supported

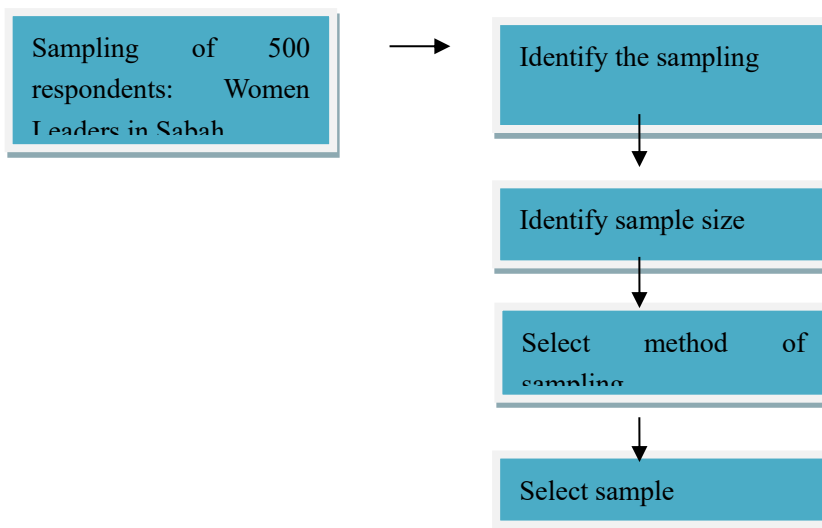
H5:	There is a positive and significant relationship between job performance and women leadership.	supported
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H6:	There is a positive and significant relationship between personal character and women leadership.	Rejected
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H7:	There is a positive and significant relationship between job satisfaction and women leadership.	supported
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Sampling Method

Figure: Sampling Method



Research Finding

The findings obtained from this descriptive and inferential studies are then compiled, studied and discussed to address the research questions and hypotheses, as necessary and appropriate, in line with the overall objectives and purpose of this study. From this study, it is my hope and intention that I offer my constructive views for the advancement of women leadership, my criticisms, if and where appropriate and my analysis of the past, present and future of Sabahan women leaders. The aim and purpose is to help improve the position of Sabahan women generally in accordance with what is currently happening around the World, particularly in the Government Sector and NGOs, on their need for further training to upgrade their professionalism, knowledge, leadership skills and expertise and how such training programmes being

implemented locally can be further improved and or enhanced, more diverse, relevant and modern to benefit women at all levels in the State. Other relevant women related issues in Sabah are also included, with regard to staff and subordinates, peer-group influence, parental involvement, relationship with socio-economic status, motivation, interests of staff in the subjects, employment prospects, relationship between teachers and students in local schools, the Government Sector and NGOs. Recommendations on how to create more job and training opportunities are also given, which can be of tremendous benefit, especially to younger women in the rural areas.

Research Discussion

For example, the discussion between Government agencies and Sabah Women's Advisory Council (MPWS) and Sabah Women's Affairs Department (JHEWS) has not existed during that time; and was the main reason why women were ignored and very few were recruited into the State Civil Service. However, with the setting up of MPWS and JHEWS, which acts as the Think Tank and Advisor to the State Government on women issues, including women leadership and representation in all fields and sectors in Sabah, the plight and problems faced by Sabah women can be solved, with the active involvement of those in the Government, NGOs and the private sector. As more and more women are appointed to higher positions of authority and power, it is necessary for Sabahan women leaders to have the necessary management and communication skills to effectively and efficiently run an organization, team, and or the State (for women politicians appointed as Ministers and other roles and or high level decision making positions in the Government).

Result of the Finding

Sabah Women's Advisory Council and Sabah Women's Affairs Department:

However, with the setting up of MPWS and JHEWS, which acts as the Think Tank and Advisor to the State Government on women issues, including women leadership and representation in all fields and sectors in Sabah, the plight and problems faced by Sabah women can be solved, with the active involvement of those in the Government, NGOs and the private sector. As more and more women are appointed to higher positions of authority and power, it is necessary for Sabahan women leaders to have the necessary management and communication skills to effectively and efficiently run an organization, team, and or the State (for women politicians appointed as Ministers and other roles and or high level decision making positions in the Government).

Women Leaders and Subordinates:

Other relevant women related issues in Sabah are also included, with regard to staff and subordinates, peer-group influence, parental involvement, relationship with socio-economic status, motivation, interests of staff in the subjects, employment prospects, relationship between teachers and students in local schools, the Government Sector and NGOs.

Research Contribution:

However, women transformational leadership are for all to women leaders, subordinates and staffs, peer-group influence and parental involvement needs to change becomes a future and successful leader. In my research contribution, I suggested that women leaders are continuously to maintain their active roles in contribution and participation both to the world's global and local context at international conference. First and foremost, we must support every women leaders to lead the public sectors and private sectors of non-governmental organisations NGOs, in Sabah. (Sabah Women's Advisory Council, MPWS, 2006).

Summary

The main objective of this summary is to identify the effectiveness of Sabahan women leadership and their relationship with their subordinates in the Government Sector and NGOs based on their achievements, job position, performance, satisfaction, effectiveness and commitment and the quality and style of leadership. In addition, this study will also examine the women overall use of power and authority, personal character, decision making, relationship between the women leaders and their subordinate in the workplace. In experience feedback, today as we can notice women of younger generation and middle age group were growing in numbers by gaining excellent academic, active in businesses and entrepreneurs, volunteering in social groups and politics involvement to benefit the societies. As a result women will slowly to out number among men in ranking and positions in public and private sectors.

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