

The Leadership Knowledge Among School Principals on Teacher's Work Discipline

Mohd Zukifli Ismail

Faculty of Educational Studies, Universiti Putra Malaysia, 43400 Serdang, Selangor, Malaysia

Ahmad Aizuddin Md Rami Faculty of Educational Studies, Universiti Putra Malaysia, 43400 Serdang, Selangor, Malaysia

Mohd Mokhtar Muhamad
Faculty of Educational Studies, Universiti Putra Malaysia,
43400 Serdang, Selangor, Malaysia

Nor Azni Abdul Aziz
Faculty of Educational Studies, Universiti Putra Malaysia,
43400 Serdang, Selangor, Malaysia

Received: Feb. 6, 2023 Accepted: Mar. 22, 2023 Online published: May 17, 2023

doi:10.5296/jpag.v13i2.20994 URL: https://doi.org/10.5296/jpag.v13i2.20994

Abstract

This study was to examine the principal's leadership level of understanding on the teacher's work discipline in one school at Federal Territory of Labuan, Malaysia. A total of 131 people were included in the sample, which included all teachers in one school at Federal Territory of Labuan, Malaysia. A series of questionnaires adapted from prior research that cover the scope of this investigation, as well as survey questions generated based on operational definitions and literature reviews, were employed in this study. The most common approaches to analyzing the research objective are descriptive analysis and factor analysis. The results



showed that there is a significant relationship between the level of knowledge of the principal's leadership and the teacher's discipline on demography. The implications of this study are to identify the level of knowledge of teachers regarding the ethics of the teaching profession and the discipline of teachers working within the organization. This will help the relevant parties in organizing each mechanism to further enhance the knowledge level of the principal's leadership in the profession. This study is still relevant today and will be carried out in the future with increasing issues such as integrity and value in the teaching profession.

Keywords: principal, leadership, teacher discipline, work discipline

1. Introduction

Leadership is a style that can influence one's behavior so that each leader is willing and will cooperate in achieving a single goal. (Lu et al., 2022) have defined leadership as the influence of a person who is allowed, empowered or accepted by his subordinates due to the existence of role-related. In the context of this research, Leadership is the influence of an individual who has been appointed to administer and manage the organization which is the school towards achieving the goals and revealing every government policy in its administration. The education system in the world is always dynamic and changes according to the current of global needs. Digitization in expanded education has given a profound impact and drastic changes to the world of education. This at the same time provides a challenge to educators in coming up with ideas to ensure that every teaching and learning session can go hand in hand with today's modernisation. Therefore, to face this world of education without borders, every educational organization needs effective principal leadership

1.1 Introduce the Problem

Since 2018, the United Nations Standard Development Goals have placed a strong emphasis on education quality, demonstrating that every individual in the education organisation and department is a critical component in the development of a country through education. As a result, principals, as the school's most senior leaders, should have a thorough understanding of teacher professionalism and work discipline. Adherence to the National Education Philosophy in the sphere of education clearly demonstrates that values and ethics must exist in the soul of an educator. This is due to the fact that this field of education is critical in the development of future leaders (Baharin A. et al.,2016). This area is also given constant attention, beginning with the organisation, school administration, and the personality of the instructor himself.

Through various approaches such as skinny, seminars, briefings, and so on, Malaysia's public service sector has built and instilled value, ethics, and integrity across all government sectors through the Public Service Department. This technique has served as a strong foundation for quality improvement and the development of a reliable and attentive service (Brewer & Devnew, 2022). In this regard, it can be seen that this high level of professionalism can reflect strong ethical values throughout the execution of a work that considers all of the qualities or elements until it can be understood with appropriate professional behavior. Anuar, et al., (2018) and Haerens et al., (2022) mentioned that there have been allegations of moral



misconduct and sexual harassment cases involving instructors in recent years. Moral misconduct occurs whenever a teacher acts as the counterpart and parent of a student by disregarding noble principles such as impartiality, breach of trust, abuse of power, or dishonesty (Heffernan, 2021).

Rohani et al., (2019) stated that Malaysia faces an identified challenge in creating a moral and ethical society and professional in carrying out services. This indicates that one organization still practices immoral and ethical behaviour (Lu et al., 2022). This will clearly undermine the travel structure of an organization's management. There is no denying that the leadership of principals and teachers has an important role and task in translating the country's education system from the early stages of child schooling to adulthood. This shows that besides disseminating knowledge, principals and teachers set good examples and maintain their behaviours in line with their counterparts (Nguyen, 2021). Therefore, as good teachers, they should have such good qualities and personalities as being kind-hearted, full of responsibility, high confidence in themselves, and having a good leadership (Mamat, M., Syed Abdul, S. et al., (2018) & Avelar et al., (2022).

1.2 The Objective of This Study

The main objective of this study is to identify the principal's leadership level on the ethics of the teaching profession in terms of principal responsibility to teachers among teachers in one school at Federal Territory of Labuan. Second objective is to identify the level of knowledge of teachers on teacher work discipline in terms of timecard management, special leave management and sick leave management among teachers in one school at Federal Territory of Labuan. The following questions are addressed in this research: What is the level of teacher leadership when it comes to the teaching profession's ethics? The second question concerns the teacher's level of understanding of work discipline in three areas: timecard management, special leave management (Cuti Rehat Khas) and management of medical certificate.

1.3 Conceptual Framework

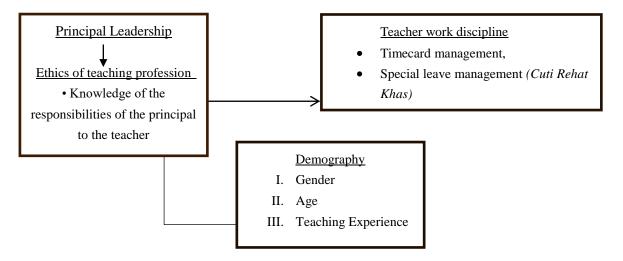


Figure 1.1. Conceptual Framework



1.4 Importance and Limitations of the Study

The outcomes of the study's aims and question clearly demonstrate that this study is relevant to the four primary groups in Malaysia's catalyst for educational excellence, the first of which is the teacher. The second category consists of policymakers at the Malaysian Ministry of Education, who can utilize the research of ethical knowledge in the teaching profession as a benchmark and measure to improve policies connected to values, ethics, and integrity in general. This is due to the fact that instructors are individuals who are in the process of executing all gazette national policies. The third category is the school administrator, who should be always aware of the teachers' work environment while working for their administrative organization. Always stress the profession's ethical compliance in the conduct of daily activities. The fourth point is that parents can help to improve the image of ethical teachers within the organization by providing feedback and comments on any good changes that can be made.

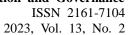
This study was limited to the population used as study data, which consisted solely of teachers from one school at Federal Territory of Labuan. The first major emphasis of this research is on leadership practices among secondary school principals in the Federal Territory of Labuan. This leadership style refers to the principal's understanding of his or her responsibility to teachers and the profession. The discipline of teachers' work is the second key focus, which is shown through three aspects: timecard management, special leave management, and medical certificate management among teachers. Because it only employs one area and does not include many additional locations, this study cannot be considered

2. Method

The design of this case study is quantitative by using the survey method. This quantitative research is a form of research that use statistics and 'numerical' nature (Ghazali & Sufean, 2016). This survey studies conducted were to identify and search intensively about the background of the current status as well as social interactions whether involving individuals, groups, institutions or communities. Ghazali and Sufean (2016) explained this method are conducted to study a specific case or subject by involving only one study location, one school in Federal Territory of Labuan which represents the community of teachers from the Federal Territory of Labuan. In this study, descriptive statistical analysis was used to obtain the mean, frequency, percentage, and standard deviation values, (Ghazali & Sufean, 2016). The distribution of descriptive statistical analysis is also the most basic data analysis used against a nominal scale i.e. demographic or profile data (Creswel, 2019: Ghazali & Sufean, 2016). The method of data analysis for this study is to use SPSS Version 22.0. Data analysis for this study is by using descriptive statistics for the objectives studied, t - test is used to see the differences between the two variables in the study.

3. Results

The analysis of the level of ethical knowledge of the teaching profession among teachers is seen through the mean value for each level of knowledge assessed. Table 1 shows the mean scores for each level of knowledge tested. The findings of the study that all levels of





knowledge for the respondents tested are at a high level that is between a mean score of 4.01 to 5.00.

Table 1. Mean Scores Distribution of Teachers 'Knowledge Level of Teachers' Responsibilities of Principals to Teachers

Num	Knowledge level	Mean	Min	score
			level	
1.	Teachers 'Knowledge Level of Teachers'	4.46	High level	
	Responsibilities of Principals to Teachers			
	Total overall mean score	4.46	High L	evel

(n=131)

Table 2 shows the mean scores for each part of the knowledge level according to the aspects of work discipline tested on the respondents. For the analysis of the level of knowledge of teachers on the work discipline for the management aspect of the time recorder card showed a moderately high mean score of 3.72. While for the aspect of special leave management also showed a moderately high mean score of 3.5. The third aspect is that the management of medical leave also shows a moderately high mean score of 3.2. Out of the total for these three aspects, the mean score is at a moderately high level of 3.47.

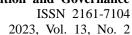
Table 2. Mean Scores Distribution of teachers' level of knowledge of work disciplines

Num	Knowledge level	Mean	Min score level
1.	Timecard Management	3.72	Moderately High
2.	Special Leave Management (Cuti Rehat Khas)	3.5	Moderately High
3.	Medical certificate Management	3.2	Moderately High
	Total overall mean score	3.47	Moderately High

(n=131)

Table 3. Overall results according to the objectives of the study

Objective	Research Question	Data Analysis	Result
 a. To identify the level of knowledge of teachers on the leadership of principals from the aspects of: i. Responsibilities of the principal to colleagues. 	Whether the teacher's knowledge on the responsibilities of the principal to the teacher	Frequency Percent Min	High Level





b. Identify the level of knowledge	•	What is the level of	Frequency	Medium
of teachers on the discipline of		teacher's knowledge	Percent	to high
teacher work from the aspects		in timecard	Min	level
of:		management?		
	•	What is the level of		Medium
i. Timecard management		teacher's knowledge		to high
ii. Management of special leave		on the management of		level
iii. Medical certificate		special leave?		
management	•	What is the level of		Medium
		teacher's knowledge		to high
		on medical leave		level
		management?		

This study quantitative study using questionnaires survey that has been conducted in Labuan National Secondary School as a selected sample. The first objective of this study is to determine the level of leadership of principals on the ethics of the teaching profession from the aspect of the principal's responsibility to teachers among the teachers in one school at Federal Territory of Labuan. The second objective is to identify the level of knowledge of teachers on teacher work discipline from the aspects of timecard management, special leave management and sick leave management among teachers of in one school at Federal Territory of Labuan.

The findings showed that all the questions tested were significant for each of these questions. This could explain that showing the better the ethics of the teaching profession the better the work discipline. Based on the data obtained, teachers need to be sensitive to current circulars as well as documentation as a new policy in the field of education in improving the level of knowledge of the ethics of the teaching profession and teacher work discipline.

4. Discussion and Conclusion

In elevating the dignity of teachers to a higher direction, adherence to the ethics of teacher professionalism should not be taken lightly. For prospective teachers who are following teaching courses at Public Universities or Teaching Institutes in achieving their ambitions as educators must always be sensitive to all the rules and work ethic of teachers recommended and gazetted by the Ministry of Education Malaysia. This is in line with the findings of a study conducted by Baharin A. et al., (2016), Azhar and Syakirah (2015) and the Teacher Education Division, MOE (2009) who have emphasized that teacher ethics is very important in pursuing a teacher's career on a daily basis and has become a necessity. key for prospective teachers in caring about the ethics of the teaching profession.

The application and adherence to the code of ethics in the education sector has proven to be very important and very helpful to every teacher in surviving a more conducive work environment and work environment. Along with the diversity of races and ethnicities in Malaysia, as teachers who educate and always face students and parents, they must always maintain good manners, speech and conduct in order to be respected and highly regarded.



This can also increase the credibility of teachers as educators who provide knowledge to students.

The application of values, ethics, and integrity through the leadership of the principal among these teachers should also be a catalyst to increase the motivation of teachers and school staff. This is to ensure that teachers carry out daily tasks more prudently and with dedication. Violating the ethics of the profession to some extent has a negative impact on the profession such as abuse of power or position, breach of trust or taking bribes. There is no doubt that this happens among teachers in general because teachers also hold various positions in the school. School leaders who play a role in leadership can create a more harmonious and friendly school environment.

For future researchers it is hoped to conduct a study that examines the perceptions of employers and supervisors on the work ethic of male and female secondary school teachers in schools. Further studies can be conducted to determine whether there is a correlation between work ethic and grade point average for the achievement of the Integrated Assessment of Education Service Officers of secondary school students. In addition, the exploration of knowledge on work ethic and work discipline can also be carried out by looking at the comparison between the level of ethical knowledge of the teaching profession on work discipline between secondary and primary schools as well as for urban and rural school categories. Apart from the quantitative research methods used, researchers in the future can also use qualitative methods to see the balance of research findings or make comparisons collectively and comprehensively.

Apart from that, future studies are also recommended to add value from this study by adding aspects in the knowledge of the ethics of the teaching profession such as leadership ethics of key leaders, middle and teachers as implementation and make a comparison of the relationship for the three levels of leadership and impact on teacher work discipline. Apart from that, teachers' work discipline can also be improved with the addition of other aspects of work discipline such as the preparation of annual lesson plans and daily lesson plans.

In conclusion, this study has led to a greater understanding of the relationship between principals' leadership and the level of ethical knowledge of the teaching profession as well as good teacher work discipline in dealing with daily work situations as a teacher and also a civil servant. In the knowledge of work ethic and discipline can ensure the well -being of the management of an organization as well as positive relationships and views from the surrounding population. This in turn, teachers can educate and enliven the soul of an educator in providing full education to students

References

Anizah binti Shuhaibun. (2018). Pengaruh Gaya Kepemimpinan Pengetua Dalam Budaya Kerja Guru Di Smka Maahad, Muar Johor. 283.

Avelar, A. B. A., Farina, M. C., & da Silva Pereira, R. (2022). Principles for responsible management education - PRME: Collaboration among researchers. *International Journal of Management Education*, 20(2), 100642. https://doi.org/10.1016/j.ijme.2022.100642



Awam, J. P. (2006). *Pekeliling Perkhidmatan Bilangan 2 Tahun 2006 : Pindaan Peraturan Berkaitan Penerimaan Sijil Sakit Swasta Untuk Tujuan Kemudahan Cuti Sakit.* Malaysia: Jabatan Perkhidmatan Awam.

Awam, J. P. (2017). Pekeliling Perkhidmatan Bilangan 4 Tahun 2017 :Penambahbaikan Waktu Bekerja Berperingkat (Wbb). JPA.

Awam, J. P. (2017). Pekeliling Perkhidmatan Bilangan 8 Tahun 2017: Cuti Rehat Khas Pegawai Perkhidmatan Pendidikan. Putrajaya: Jabatan Perkhidmatan Awam.

Azhar Muhammad, & Nor Syakirah Binti Samsuni. (2015). Persepsi Guru Pendidikan Islam Terhadap Tanggungjawab Pelaksanaan Etika Profesion Perguruan.

Baharin & Suzana Mamat @ Muhammad. (2016). Pengetahuan Etika Profesion Perguruan Dalam Kalangan Guru Pelatih 4SPH Fakulti.

Brewer, K. L., & Devnew, L. E. (2022). Developing responsible, self-aware management: An authentic leadership development program case study. *International Journal of Management Education*, 20(3), 100697. https://doi.org/10.1016/j.ijme.2022.100697

Cleovoulou, Y., Iznardo, M., & Kamani, F. (2022). An examination of equity pedagogy during program coherence building in teacher education. *Teaching and Teacher Education*, 120, 103866. https://doi.org/10.1016/j.tate.2022.103866

Fooi, F. S. (2012). *Etika Perguruan : Jaminan Peningkatan Profesionalisme*. Selangor Darul Ehsan: Penerbit Universiti Putra Malaysia.

Ghazali Darusalam, & Sufean Hussin. (2016). *Metodologi Penyelididikan Dalam Pendidikan : Amalan Dan Analisi Kajian, Edisi Kedua*. Kuala Lumpur: Penerbit Universiti Malaya.

Haerens, L., Matos, L., Koc, A., Benita, M., & Abos, A. (2022). Examining school boards' chaotic leadership style in relation to teachers' job satisfaction and emotional exhaustion. *Teaching and Teacher Education*, 118, 103821. https://doi.org/10.1016/j.tate.2022.103821

Heffernan, A. (2021). Retaining Australia's school leaders in 'challenging' contexts: The importance of personal relationships in principal turnover decisions. *International Journal of Educational Research*, 105(August 2020), 101716. https://doi.org/10.1016/j.ijer.2020.101716.

Lu, C. Y., Parkhouse, H., & Thomas, K. (2022). Measuring the multidimensionality of educators' approaches to diversity: Development of the in-service teacher multicultural education model. *Teaching and Teacher Education*, 116, 103752. https://doi.org/10.1016/j.tate.2022.103752.

Malaysia, K. P. (2012). *Dasar Pendidikan Kebangsaan (Edisi Ketiga)*. Putrajaya: Bahagian Perancangan dan Penyelidikan Dasar Pendidikan.

Malaysia, K. P. (2013). *Pelan Pembangunan Pendidikan Malaysia 2013-2015 (Pendidikan Prassekolah hingga Lepas Menengah)*. Putrajaya: Kementerian Pendidikan Malaysia.



Malaysia, K. P. (2016). *Pelan Induk Pembangunan Profesionalisme Keguruan*. Putrajaya: Kementerian Pendidikan Malaysia.

Mamat, M., Syed Abdul, S., Sa'ari, C., Che Seman, A., & Harun, N. (2018). Amalan Etika Perguruan Berasaskan Pemikiran Imam Abū Ḥanīfah: Suatu Tinjauan Terhadap Aplikasi Guru Pendidikan Islam Di Selangor. *Proceeding of INSIGHT 2018 1st International Conference on Religion, Social Sciences and.* Nilai, Malaysia: Universiti Sains Islam Malaysia.

Ramlee Ismail, Jamal @ Nordin Yunus, & Marinah Awang. (2016). *Analisis Data & Pelaporan Dengan Menggunakan SPSS*. Tanjong Malim, Perak: Penerbit Universiti Pendidikan Sultan Idris.

Rechsteiner, B., Compagnoni, M., Wullschleger, A., Schäfer, L. M., Rickenbacher, A., & Maag Merki, K. (2022). Teachers involved in school improvement: Analyzing mediating mechanisms of teachers' boundary-crossing activities between leadership perception and teacher involvement. *Teaching and Teacher Education*, 116. https://doi.org/10.1016/j.tate.2022.103774.

Rohani Binti Masaran, Dg. Norizah Ag.Kiflee @Dzulkifli, & Colonius Atang. (2019). Kepemimpinan Pengetua Berdasarkan Atribut Semula Jadi dalam Memartabatkan Abstrak Principal 's Leadership Based on Natural Attributes in Elevating the Professionalism of Teachers at SMK St Michael Penampang, Sabah Abstract Pengenalan Pernyataan Masalah. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 4(7), 168–177.

Salahuddin, S., Baharuddina, S., Abdullah, M., & Osman, A. ((2016)). The Effect of Islamic Work Ethics on Organizational Commitment. *Procedia Economics and Finance*, *35*, 582 – 590.

Sofiah Mohamed, Kamarul Azmi Jasmi, & Muhammad Azhar Zailani. (Oktober 2016). Akhlak Guru dalam Pengajaran dan Pembelajaran Pendidikan Islam. *Akademika* 86(2),

Woodcock, S., Sharma, U., Subban, P., & Hitches, E. (2022). Teacher self-efficacy and inclusive education practices: Rethinking teachers' engagement with inclusive practices. *Teaching and Teacher Education*, *117*, 103802. https://doi.org/10.1016/j.tate.2022.103802

Copyright Disclaimer

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (http://creativecommons.org/licenses/by/4.0/).