Transformational Leadership Styles of Senior Physical Education Lecturers At Institute of Teacher Education

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Abstract:

This study was about transformational leadership styles of senior physical education lecturers at institute of teacher education (ITE) in Malaysia. Transformational leadership had been identified as a vehicle able to effectively bring about the desired, long-term changes within the ITE organisation. Current research suggested that senior physical education lecturers were particularly skilled and naturally employed transformational leadership styles and yet senior physical education lecturers remained a minority within a minority. This research qualitatively explored the transformational leadership styles of senior physical education lecturers. More specifically this research explored how senior physical education lecturers were doing leadership and how this correlated to transformational leadership, whether there was an emerging teaching advantage in the leadership domain, the barriers to progression due to the physical education culture, the barriers to adopting a transformational leadership style presented by the teaching culture, and how senior physical education lecturers were breaking down barriers through transformational leadership. In-depth semi-structured interviews were conducted with 11 senior physical education lecturers from 11 ITEs. The results were analysed using Interpretive Phenomenological Analysis. The research findings provided evidence to suggest that complex gender constructions were at work within the ITE organisation which served to discriminate against, and present barriers. The findings presented evidence to illustrate the ways in which senior physical education lecturers were using transformational leadership to break down these barriers. In conclusion, senior physical education lecturers were acting as agents of change and were moving the ITE organisation forward enabling it to respond to the diverse needs of the nation.