



**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP BETWEEN  
TRANSFORMATIONAL LEADERSHIP  
AND WORK COMMITMENT  
IN PRIMARY SCHOOLS**

**YUNUS BIN PADZIL**

**M.Ed (Educational Management and Leadership)**

**November 2012**

**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP BETWEEN  
TRANSFORMATIONAL LEADERSHIP  
AND WORK COMMITMENT  
IN PRIMARY SCHOOLS**

**YUNUS BIN PADZIL**

Dissertation submitted in partial fulfillment of the requirements  
for the degree of  
Master of Education  
(Educational Management and Leadership)

**Faculty of Education**

**November 2012**

### Candidate's Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is originally and is the result of my own work, unless otherwise indicated, cited or acknowledge as referenced work. This topic has not been submitted to any other academic or non-academic institutions for any other degree or qualification.

In the event that my thesis be found to violate the conditions mentioned above, I voluntarily waive the right of conferment of my degree and agree be subjected to the disciplines rules and regulations of the Universiti Teknologi MARA.

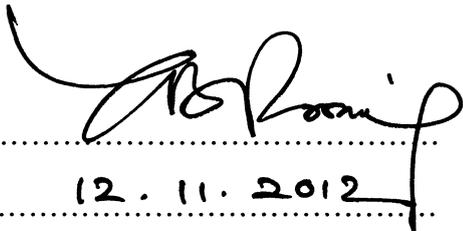
Name of Candidate : YUNUS BIN PADZIL

Candidate's ID No. : 2009537727

Programme : Master of Education  
(ED725 – Educational Management and Leadership)

Faculty : Education

Thesis Title : The Relationship Between Transformational Leadership  
And Work Commitment In Primary School

Signature of Candidate :  .....

Date : 12. 11. 2012 .....

The project titled “The Relationship Between Transformational Leadership and Work Commitment In Primary School” has been written and prepared by Yunus bin Padzil to be submitted to the Faculty of Education, Universiti Teknologi MARA (UiTM) Sarawak, in partial fulfillment of the requirement for the ED725 Master of Education (Educational Management and Leadership).

Received and Checked by:

---

(Professor Dr. Chan Yuen Fook)

Date : \_\_\_\_\_

## ABSTRACT

The purpose of this study was to explore the relationship between the dimensions of transformational leadership of head teacher and work commitment of primary school teachers in Samarahan District, Sarawak. The survey was conducted in three premier primary schools comprises of 135 teachers and feedback of 123 questionnaires (91.1%) was returned. The study was guided by adapted instruments from Multifactor's Leadership Questionnaires (MLQ) by Bass and Avolio (1995) and Work's Commitments Questionnaires (WCQ) by Mowday (1979). It was tested separately using Cronbach's Alpha Reliability Test and the combination result of it is  $\alpha=.942$ . Descriptive data was shown in frequency and percentage for demographic background. A total of 35.8% of respondents are male with 40.7% age between 40 to 49 years old. Majority of them (95.1%) are bumiputera's (Malay, Iban, Bidayuh and Orang Ulu), who has served for more than 15 years (46.4%) and most of the respondents are now with bachelor degree (55.3%). The data was analyzed using SPSS version 16.0 where Pearson's Correlation Coefficient ( $r$ ) was tested to identify the relationship between these two variables of the study. Based on the findings of this study, the research demonstrated a positive and significant correlation between the dimensions of transformational leadership of head teacher and work commitment of primary school teachers ( $r=.510$ ).