



**UNIVERSITI TEKNOLOGI MARA**

**THE RELATIONSHIP BETWEEN  
ORGANIZATIONAL COMMITMENT AND THE  
TRANSFORMATIONAL LEADERSHIP AMONG  
TEACHERS IN THE DISTRICT OF PADAWAN  
KUCHING**

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**MASTER OF EDUCATION  
(EDUCATIONAL MANAGEMENT AND  
LEADERSHIP)**

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## 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 original and is the result of my own work, unless otherwise indicated or acknowledge as referenced work. This topic has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

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## ABSTRAK

Dalam era globalisasi, persekitaran tempat kerja menjadi semakin kompleks dan canggih. Peranan guru juga menjadi semakin mencabar dalam memenuhi kehendak masyarakat dan organisasi. Walaubagaimanapun, salah satu faktor penyumbang kepada keberkesanan organisasi terpamer dalam komitmen organisasi dan pencapaian dari ahlinya. Kajian lampau membuktikan bahawa tingkah laku kepimpinan transformasi memainkan peranan penting dalam meningkat komitmen dalam kalangan guru. Oleh itu, kajian ini ingin mengenalpasti hubungan di antara komitmen organisasi dan tingkahlaku kepimpinan transformasi dalam kalangan guru sekolah rendah di Padawan, Kuching, Sarawak. Kajian ini menggunakan kaedah tinjauan yang bersifat diskriptif - korelasi. Soal selidik telah diedarkan kepada responden bagi tujuan mendapat matlumat. Seramai 111 orang guru dari sekolah rendah di sekitar Dearah Padawan, Kuching, Sarawak, telah mengambil bahagian dalam kajian ini. Dapatan menunjukkan bahawa komitmen organisasi dalam kalangan guru adalah sederhana. Dapatan juga menunjukkan bahawa guru berpersepsi bahawa gurubesar mereka mempunyai tingkahlaku kepimpinan transformasi. Selain itu, dapatan juga menunjukkan bahawa terdapat hubungan yang positif dan sederhana antara tingkah laku kepimpinan transformasi dan komitmen organisasi. Oleh itu, kajian ini mencadangkan bahawa membangunkan kompetensi kepimpinan transformasi sangat penting bagi meningkatkan komitmen dalam kalangan guru.

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# CHAPTER ONE

## 1.0 INTRODUCTION

Schools as one of the most important organization in the country are established to meet the demand of the nation's development and it is very crucial that leaders such as headmasters be committed with their job. The success and failure of the schools as an organization is the commitment of the leaders who manage the organization. Leaders as we all know have often been said to impact, in one way or the other on their subordinates. This is true, when teachers look for encouragement will often look upon the headmasters as their leaders, as they continue to discharge their duties and responsibilities of training the young ones. How do they play and transform their subordinates? To what extent do these roles affect the commitment of the teachers?

Based on the previous studies, literature found out that transformational leadership's success has been demonstrated in a diverse range of professional and the cultural settings, including military, schools and corporations according to Bryant, (2003, p.36); Allen and Meyer, (1997). However, in their recent study of 'traditionality' in Taiwan and the United States, Spreitzer, Perttula & Xin (2005) make it clear that while transformational leadership is effective regardless of culture, the level of effectiveness depends to some extent on cultural values. This is due to people with traditional cultural values see weaker links between transformational leadership and leader effectiveness than those with less traditional values. Bryant, (2003, p.36) observed that Transformational