

**THE MEDIATING EFFECT OF SCHOOL CONDITIONS ON THE RELATIONSHIP
BETWEEN TRANSFORMATIONAL LEADERSHIP AND TEACHERS'
COMMITMENT TO CHANGE**



**Thesis Submitted to
School of Business Management,
In Partial Fulfilment of the Requirement for the Master of Human Resource**

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ABSTRACT

The purpose of this study is to examine the relationship between transformational leadership and teachers' commitment to change. This study also examines if school conditions as a mediator impact transformational leadership and teachers' commitment to change among secondary school teachers in Perlis. To attain the objectives, the quantitative method was used and data were collected through survey among secondary school teachers in Perlis. A total of 322 questionnaires were distributed and 254 questionnaires were returned which constituted 78% response rate. However 2 questionnaires were incomplete. Thus, only 252 questionnaires were used for further analysis. The study utilized reliability analysis, descriptive statistics, factor analysis, pearson correlation, and regression to examine the relationship between variables. The results revealed that transformational leadership was significantly related to teachers' commitment to change and school conditions mediate the relationship between transformational leadership and teacher's commitment to change. Future research needs to include other factors that influence commitment to change such as instructional leadership and training.

Keywords: Transformational Leadership, Commitment to Change, School Conditions.



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ABSTRAK

Kajian ini melihat hubungan antara kepimpinan transformasi dan komitmen untuk berubah dikalangan guru. Kajian ini juga melihat sama ada faktor persekitaran sekolah sebagai perantara memberi kesan terhadap hubungan antara kepimpinan transformasi dan komitmen untuk berubah di kalangan guru-guru sekolah menengah di Negeri Perlis. Untuk mencapai objektif kajian, kaedah kuantitatif digunakan dan data dikutip menerusi pengedaran soalan selidik di kalangan guru-guru sekolah menengah di Perlis. Sejumlah 322 soalan kaji selidik diagihkan dan pulangan sebanyak 254, mewakili 78 peratus kadar maklum balas. Daripada jumlah pulangan, 2 adalah tidak lengkap. Dengan itu, 252 soalan kaji selidik digunakan untuk kajian selanjutnya. Kajian ini menggunakan analisa reliabiliti, statistik deskripsi, analisa faktor, korelasi pearson, dan analisis regresi untuk melihat hubungan di antara pembolehubah. Kajian ini mendapati transformasi kepimpinan mempunyai hubungan yang signifikan terhadap komitmen untuk berubah di kalangan guru. Keputusan ini juga menunjukkan keadaan sekolah memberi kesan sebagai perantara terhadap hubungan antara kepimpinan transformasi dan komitmen untuk berubah di kalangan guru-guru. Kajian masa depan perlu memasukkan faktor-faktor lain yang mempengaruhi komitmen untuk berubah seperti kepimpinan instruksional dan latihan.

Kata Kunci: Kepimpinan Transformasi, Komitmen untuk Berubah, Persekitaran Sekolah



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LIST OF ABBREVIATIONS

Abbreviations	Description of Abbreviations
GTP	Government Transformation Programme
NKRA	National Key Result Area
KPI	Key Performance Area
NPQEL	National Professional Qualification for Educational Leaders
MOE	Ministry of Education
SED	State Education Department
TALIS	Teaching and Learning International Survey



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CHAPTER 1

INTRODUCTION

1.1 Background of Study

The Government Transformation Programme (GTP) is one of the initiatives taken by the government towards achieving the status of a high-income and developed nation. In the GTP, the implementation of effective and high-impact public service delivery is essential, thus, with this regards, seven key areas concerning the people have become its main focus. The launch of the GTP is also in line with the Prime Minister's motto of '*People First, Performance Now*', which is geared towards realising Vision 2020. As a result, the seven key areas of the National Key Results Area (NKRAs) have been identified to improve the socioeconomic growth of Malaysians. These key areas which emphasise on the people have been formulated based on a comprehensive consideration of all important factors. In this sense, people from all walks of life in Malaysia are given the opportunities to give and share their thoughts, ideas, and feedbacks regarding the implementation of GTP. Besides that, the GTP has been implemented after series of discussions held by various parties to formulate the best development strategies for the country.

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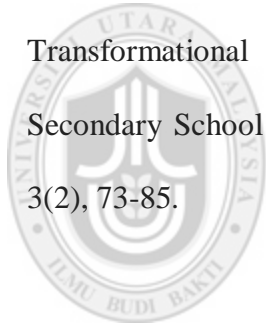
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