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BASO Model-Based Strategic Planning Training Impact on Rural Mosque Effectiveness

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ABSTRACT

The objective of this study is to examine the impact of BASO Model-Based Strategic Planning Training (as an independent variable) and Training Follow up Sessions (as a mediating variable) on organisational performance of Rural Community Mosque. This research also examined the effect of transformational leadership as a moderating factor on mosque organisational effectiveness. This study found that mosque leaders were able to produce a comprehensive BASO model-based documented strategic intentions for all four sample mosques. The present study also evaluated s post test results six months later of the selected mosques' short term action plans. Empirical data showed technical consultancy, peer review meetings and management support are mediating factors of mosque organisational effectiveness. Therefore, this BASO model-based strategic planning training supported by training follow up sessions is reliable and can be applied to other rural mosques within and without Malaysia.

Keywords: Organisational effectiveness, strategic planning training, training follow up, transformational leadership

INTRODUCTION

In order to be an effective and excellent institution, the mosque, a non-profit organisation (NPO) needs to strengthen their strategic planning, organisational structure, organisational system, leadership and organisational development (Cunningham, 1977; Cunningham, 2009; Cumming & Worley, 2008). It must also

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continuously transform itself and review its state of affairs in order to meet new challenges, particularly in response to expectations of the community, the public, and stakeholders (Brown & Harvey, 2006). Within the context of Malaysia, mosques function as a place for prayers and celebrating Muslim festivals (Ahmad Zaki, 2007). Weekly congregations, such as the Friday prayer and Quran recital and remembrance also take place in the mosque (Sheikh Ismail, 2008). In short, the mosque functions as a community development centre. Yusuf Al Qardhawi (2007) opined that the mosque is not merely a place of worship but also ensures the well-being of each and every Muslim, irrespective of their cultural background or place of origin. The management of the mosque deals with zakat collection and distribution, marriage, family disputes, welfare, propagation, education, Islamic culture centre, community centre and funeral service.

There is a dearth of studies from an institutional perspective that provides empirical evidence to the argument that strategic planning training is indeed a prerequisite to improving the capability and capacity of the stakeholders and policy-makers which ultimately enhances the organisational effectiveness of the rural community mosque (RCM). It is argued that the development of R is hampered by: (i) non-existence of strategic planning; (ii) weak and ineffective leadership; (iii) poor managerial ability among the leaders; (iv) poor organisational systems; (v) poor organisational structure; and (vi) poor organisational developments. This state of affairs is mainly due to the poor educational background of the committee members of the mosques who have possess only secondary school certificate. Therefore, BASO Model-based strategic planning process is rather challenging especially with regard to the appropriate modules that commensurate with their capacity to absorb the new knowledge, and more importantly, their ability to apply the theories towards improving the management of the mosque.

BASO Model-based strategic planning training has the following sub-modules: (i) basic planning; (ii) alignment planning; (iii) scenario planning; and (iv) organic planning. The BASO model is rated as a more comprehensive strategic planning compared with other models which are mostly limited to basic goal-setting juncture. This basic BASO model-based strategic planning is said to have a consequential effect, particularly in transforming mosque leaders to be more dynamic, democratic, and effective in particular in terms of decision making based on consensus. The second perspective of the strategic planning is the so-called alignment planning which consists of: (i) planned strategy; (ii) emergent strategy; (iii) improved work process; and (iv) improved organisational systems and tactical adjustment for execution plans.

This study adopts BASO Model-based strategic planning training (BMSPT) programme, and follow-up sessions based on Patrick's finding that such training is a pre-requisite to organisational effectiveness (1959). Furthermore, Martin (2010)

argued that training can be improved through effective follow-up techniques and applications which therefore justifies the researcher's adoption of follow-up sessions in order to ensure that the training programme benefits the mosque. The present study applies an integrated adoption of four theories as the basis for its theoretical framework. The first theory relates to the four levels of training assessment which was developed by Kirk Patrick (1959a, 1959b, 1960a, 1960b, 1961, 1976) to evaluate BMSPT intervention. The variables used in this present study consist of: (i) reaction; (ii) knowledge; (iii) behaviour; and (iv) results. The second theory pertains to training follow-up theory which was developed by Martin (2010), consisting of variables as follows: (i) peer review meetings; (ii) technical consultancy; and (iii) management support. The third theory is drawn from organisational effectiveness model which was postulated by Cunningham (2009), and this justifies the integration of the following variables for the present study: (i) documented strategic intention; (ii) structure; (iii) systems; (iv) managerial ability; and (v) organisational development. The fourth theory used in this present study is related to the influence of transformational leadership as the moderating factor. The concept of transformational leadership was initially introduced by leadership expert and presidential biographer, Burns (1978).

METHODS

This study adopts a quasi-experimental approach. One hundred sixty participants were selected representing four mosques recommended by FELDA and JAKIM managements. They were required to attend BASO Model-based strategic planning training programme. The same participants also attended a series of follow-up sessions where pre-test and post-test set of data were collected. The effects of treatments can be measured by measuring the difference between post-test and pre-test (O2 – O1). Quasi-experimental pre-test and post-test are both useful means of guarding against threats to reliability and validity (Cook & Campbell, 1979; Burrell & Morgan, 1979; Cunningham, 1997; Smith & Glass, 1987). This pre-test and post-test quasi-experimental study takes measurement (O1) as the history of the sample before introducing the experimentation manipulation known as (X), and followed by the manipulation measurement O2 which is the change that the manipulation has caused. The experimental effect is measured by the difference between O2 and O1. If 'E' is change effect, then the equation is E = O2 – O1 (Cooper & Shindler, 2011).

There are four time-lines or entries for data collection processes within the six-month period. The first time-line (T1) is before the experimentation. Prior to the BASO Model-based strategic planning training (BMSPT), pre-test measurement is taken by using a self-report instrument with both open and closed ended questionnaire referred to as Set A.

The second time-line (T2), the post-test data, is collected from all 160 respondents at the end of the strategic planning training

programme. This strategy is to mitigate training inputs biasness, and to ensure that all respondents experience the same training inputs from one consultant at the same period of time. After the completion of the strategic planning training modules, post-test data on the strategic planning training impact was collected. The criteria for this T2 stage assessments consist of: (i) reaction; (ii) knowledge; and (iii) behaviour (Kirkpatrick, 1959, 1961) using questionnaire Set A.

The third time-line (T3) takes place two months after the participants had completed their strategic planning training programme. Then the same set of participants attended follow-up sessions (FUS) in order to enable the consultant to evaluate the respondents' knowledge and behaviour, and guide them towards developing strategic planning for the mosque. At the end of the assessment, the second set of questionnaires were administered.

The fourth time-line (T4) required that every respondent work on their own within the three-month period (Bumpas & Wade, 1990) in order to develop the documented mosque strategic planning and executed short-term change for mosque effectiveness initiatives. The T4 takes place at the end of the six-month period which is the duration of this study experiment. This assessment used questionnaire Set C which is open-ended and close-ended, comprising pre-test and post-test criteria which are adapted from Kirkpatrick's four-level training evaluation on results (1963).

This present study adopted purposive sampling deemed to systematically create samples for quantitatively testing the scale items. The option for judgement sampling were introduced by Sekaran (2013). Also known as purpose sampling it is a type of sampling in which a research represents certain subject characteristic that are considered relevant to the investigation. Purposive sampling is a way to implement to the known group or groups and used when the researcher's primary concern is generating variation with respect to a key characteristic rather than obtaining samples that are representative of large target group populations. Purposive sampling fulfils an important and useful research function. Purposive sampling units are community leaders, experts and professionals (Rubin & Babbie, 2009) and it is used to justify the inclusion of rich source of data that can be obtained to generate or test out the explanatory frameworks (Patton, 2002). Examples of purposive sampling include sampling extreme cases, intensity sampling, sampling typical cases, sampling maximum variation cases, homogeneous sampling, sampling critical cases, criterion sampling cases, confirming or disconfirming sampling, theory-based sampling, and sampling politically important or sensitive cases (Gerrish, & Lathlean, 2015). Questionnaires were administered personally and face to face interviews were conducted with the 160 respondents resulting in 100% questionnaires returned on time.

The respondents' official positions as mosque leaders are a reasonable basis for the assumption that they are reliable for organisational effectiveness, issues

and problems of the RCM. Furthermore, the judgement or purposive sampling has to consider not only the feasibility, and the resource-intensiveness of alternative sampling techniques but more importantly, the overall goal of the study (Parcell, Stommel, & Hubbard 1999). The SPSS and SEM version 21.0 were used to statistically analyse data. This longitudinal study duration was six months, with 160 respondents which fall beyond the range of 100 and 150 as the minimum number of respondents for structural equation modelling (SEM) as posited by Anderson and Gerbing (1988). The SEM is the main statistical technique to analyse the dataset and to test the hypotheses for this present study. Its adoption as a research tool is popular especially in testing the relationships in theoretical models (Mayer, 1999; Mayer et al., 2003).

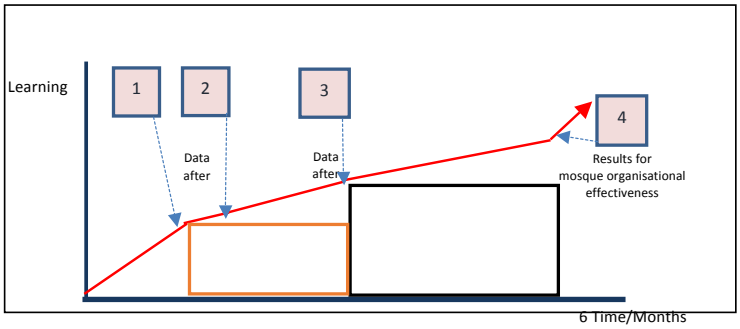

Figure 1. BMSPT and FUS impact of learning curve in six months

RESULTS AND DISCUSSION

The results of the structural modelling revealed that for the direct relationships, 17 out of 24 hypotheses tested were supported whereas the remaining 7 were rejected. There were nine hypotheses on the mediating variable which were supported while 6 out of 15 sub-hypotheses on the transformational leadership as moderator were supported.

Table 1
Summary of measurements for the hypothesised model¬

No	Structural Paths	Standardised Coefficient	Critical Ratio	P	Results
H_1	rea → beh	0.233	1.989	0.047	Supported
H_2	kno → beh	0.603	4.378	0.001	Supported
H_3	beh → tco	0.254	2.575	0.001	Supported
H_4	rea → tco	0.612	5.730	0.001	Supported
H_5	tco → msu	0.403	3.358	0.001	Supported
H_6	kno→ msu	0.211	1.782	0.075	Supported

Table 1 *(continue)*

H_7	rea → prm	0.391	3.332	0.001	Supported
H_8	beh → prm	0.515	3.710	0.001	Supported
H_9	tco → prm	0.302	2.602	0.009	Supported
H_{10}	kno → prm (I)	-0.253	-1.839	0.066	Supported
H_{11}	msu → prm	0.036	0.522	0.601	Rejected
H_{12}	tco→ dsi	0.297	1.708	0.082	Supported
H_{13}	msu → dsi	0.166	1.806	0.073	Supported
H_{14}	prm → dsi	-0.582	-1.853	0.064	Supported
H_{15}	kno → dsi	0.062	0.272	0.786	Rejected
H_{16}	rea → dsi	0.401	1.857	0.063	Supported
H_{17}	beh → dsi	0.262	0.942	0.346	Rejected
H_{18}	prm → mpe	-0.027	-0.111	0.911	Rejected
H_{19}	rea → mpe	0.083	0.501	0.616	Rejected
H_{20}	kno → mpe	0.389	2.206	0.027	Supported
H_{21}	beh → mpe	0.270	1.790	0.204	Supported
H_{22}	tco → mpe	0.017	0.111	0.912	Rejected
H_{23}	dsi → mpe	0.191	2.115	0.034	Supported
H_{24}	msu → mpe	-0.042	-0.501	0.616	Rejected

Note: 1.rea: Reaction, 2.kno: Knowledge, 3. beh: Behaviour, 4. tco: Technical Consultancy, 5. msu: Management Support, 6. prm: Peer 7. Review Meeting, dsi:8. Documented Strategic Intention, and 9.mpe: Mosque Performance¬¬

Antecedent to Behaviour

There is a significant relationship between reaction (rea) and behaviour (beh), which is supported as its critical ratio is 1.989 at $p < 0.001$ which is well above ±1.96. Its path coefficient is 0.233.

Results showed a significant relationship between knowledge (kno) and behaviour (beh) which is supported as its critical ratio is 4.378 at $p < 0.001$ Kirkpatrick defines the learning or knowledge level of evaluation as the evaluation of principles, facts, and techniques understood and absorbed by the trainees (1959b).

Underlying Dimensions of BASO Model-based Strategic Planning Training Significantly Related to Technical Consultancy

H_3: Results showed a significant relationship between behaviour (beh) and technical consultancy (tco) which is supported as its critical ratio is 2.575 at $p < 0.001$ which is well above ±1.96. Its path coefficient is 0.254.

H_4: Result showed there is a significant relationship between reaction (rea) and technical support (tco) which is supported as its critical ratio is 5.730 which is greater than ±1.96 at $p < 0.001$ and its standardised coefficient is 0.612.

Underlying Dimensions of BASO Model-based Strategic Planning Training Significantly Related to Management Support

H_5: Result showed that there is a significant relationship between technical consultancy (tco) and management support (msu) which is supported as its critical ratio is 3.358, which is more than ±1.96 at $p < 0.001$. Its path coefficient is 0.403.

H6 : Result showed that that there is a significant relationship between knowledge (kno) and management support (msu) which is supported as its critical ratio is 1.782 which is more than ±1.96 at $p < 0.001$. Its path coefficient is 0.211.

Underlying Dimensions of BASO Model-based Strategic Planning Training Significantly Related to Peer Review Meeting

H_7: Results showed a significant relationship between reaction (rea) and peer review meeting (prm) which is supported as its critical ratio is 3.332, which is more than ±1.96 at $p < 0.001$. Its path coefficient is 0.391.

H_8:Result indicated a significant relationship between behaviour (beh) and peer review meeting (prm) which is supported as its critical ratio is 3.710, which is more than ±1.96 at $p < 0.001$. Its path coefficient is 0.515.

H_9: Result found that there is a significant relationship between technical consultancy (tco) and peer review meeting (prm) which is supported as its critical ratio is 2.602, which is more than ±1.96 at $p < 0.001$. Its path coefficient is 0.302.

H_{10}: Result found that there is a significant inverse relationship between knowledge (kno) and peer review meeting (prm) which is supported as its critical ratio is -1.839, which is above ±1.65 at $p < 0.01$. Its path coefficient is -0.253, which is above ±1.65 at $p < 0.01$. Its path coefficient is -0.253.

H_{11}: Result found that there is a significant relationship between management support (msu) and peer review meeting (prm) which is rejected as its critical ratio is 0.521, which is below ±1.96 at $p < 0.001$. Its path coefficient is 0.036.

Antecedents to Documented Strategic Intention [dsi]

H_{12}: There is a significant relationship between technical consultancy (tco) and documented strategic intention (dsi) which is supported as its critical ratio is 1.708 which is below ±1.65 at $p < 0.01$. Its standardised loading is 0.297.

H_{13}: There is a significant relationship between management support (msu) and documented strategic intention (dsi)) which is supported as its critical ratio is 1.806 which is greater than ±1.65 at $p < 0.01$. Its standardised loading is 0.166.

H_{14}: There is a significant inverse relationship between peer review meeting (prm) and Mosque documented strategic intention (dsi) which is supported as its critical ratio is -1.853 which is greater than ±1.65 at $p < 0.01$. The study showed

that having too many peer review meeting sessions, too many people present in the meeting and long winded sessions of peer review meetings will erode quality and productivity.

H_{15}: There is a significant relationship between knowledge (kno) and documented strategic intention (dsi) was rejected as its critical ratio is 0.272 which is less than ±1.65 at $p < 0.01$. Its standardised loading is 0.062. Respondents referred to knowledge (kno) as what they received during training as 'tacit or cognitive knowledge to motivate and encourage attitude developments, understanding overall concept of strategic planning, mosque functions during prophet Muhammad's era, issues and challenges, leaders' values and behaviour, and concept of transformational leadership.

H_{16}: There is a significant relationship between reaction (rea) and documented strategic intention (dsi) which is supported as its critical ratio 1.857 which is more than ±1.65 at $p < 0.01$. Its standardised loading is 0.401.

H_{17}: There is a significant relationship between behaviour (beh) and documented strategic intention (dsi) which is rejected as its critical ratio is 0.942 which is less than ±1.65 at $p < 0.01$. Its standardised loading is 0.262. The study found no relationship between behaviour (beh) and documented strategic intention (dsi) because respondents understood behaviour as skills set obtained from BMSPT training towards motivation, developing teamwork culture and concept of transformational leadership, not the technical know how about BASO Model Strategic Planning process and procedures. The formative behaviour or technical skills of BASO Model work process were obtained through technical consultations during follow up sessions (fus) which was one month after completed the BMSPT session.

Antecedents to Mosque Performance [mpe]

H_{18}: There is a significant relationship between peer review meeting (prm) and Mosque performance (mpe) is rejected as its critical ratio is -0.111 which is below ±1.65 at $p < 0.01$. Its standardised loading is -0.027. This present study showed that there is no significant relationship between peer review meetings (prm) and mosque performance (mpe). This situation happened because peer review meetings (prm) significantly impacted on the process of preparation the documented strategic intention (dsi) but not the mosque performance. Justification here, there are two different process 1. Peer review meetings evaluation is collected during the stage of developing the documents of strategic planning or in other words at the end of the follow up sessions (fus). 2. Execution of the short-term action plan started one month after completed the documented strategic intention (dsi). It is recommended that peer review meetings evaluation should continually be upheld during the process of execution for mosque performance in the future study.

H_{19}: There is a significant relationship between reaction (rea) and Mosque performance (mpe) is rejected as its critical

ratio is 0.501 which is less than ±1.65 at p < 0.01. Its standardised loading is 0.083. This finding is consistent with those of earlier studies that there is no significant relationship between reaction and mosque performance.

H_{20}: There is a significant relationship between knowledge (kno) and Mosque performance (mpe) which is supported as its critical ratio is 2.206 which is greater than ±1.96 at p < 0.001. Its standardised loading is 0.389.

H_{21}: There is a significant relationship between behaviour (beh) and Mosque performance (mpe) which is supported as its critical ratio is 1.790, which is greater than ±1.65 at p < 0.01. Its standardised loading is 0.270.

H_{22}: There is a significant relationship between technical consultancy (tco) and Mosque performance (mpe) which is rejected as its critical ratio is 0.111 which is below ±1.65 at p < 0.01. Its standardised loading is 0.017.

H_{23}: There is a significant relationship between documented strategic intention (dsi) and Mosque performance (mpe) which is supported as its critical ratio is 2.115 which is more than ±1.96 at p < 0.001. Its standardised loading is 0.191.

H^{24}: Hypothesises that there is a significant relationship between management support (msu) and Mosque performance (mpe) which is rejected as its critical ratio is -0.501 which is below ±1.65 at p < 0.01. Its standardised loading is -0.042. The mosque leaders as respondents explained that there is weak or less involvement of the Felda Management at the Settlement level. Mosque leaders expected that the Felda Settlement management to play a more active better role and continued engagement to build e teamwork through participation in the (i) training sessions; (ii) follow up sessions; (iii) peer review meetings; (iv) documentation strategic planning process; and (v) managerial drive and motivation for execution of the action plans.

Table 2
Summary of statistics for all constructs

No		Mean	SD	Items	A	Skewness	Kurtosis
A	Documented Strategic Intention			5	0.798		
dsi1	Complete characteristics	5.670	1.136			-0.846	-0.846
dsi2	Information dissemination	5.840	1.043			-1.196	-1.196
dsi3	Adhere to planning	5.960	1.107			-1.125	-1.125
dsi4	BASO model	5.840	1.136			-1.410	-1.410
dsi5	Planning documentation	6.280	0.855			-1.249	-1.249

Table 2 *(continue)*

B	Mosque Performance (mpe)			4	0.887		
Ost	Organisational structure (ost)	5.945	0.783			-1.302	2.665
Osy	Organisational system (osy)	5.891	0.920			-0.947	0.190
Mab	Managerial ability (mab)	5.846	0.798			-2.193	9.331
Ode	Organisational development (ode)	5.951	0.651			-0.777	-0.129
C	Reaction (rea)	8	0.937				
Gre	General reaction	5.853	0.648			-0.527	0.192
Oac	Objectives achievement	5.669	0.701			-0.749	0,.969
Tme	Training management evaluation	5.686	0.727			-0.715	0.693
Tpe	Trainers performance	5.920	0.715			-0.545	-0.242
Met	Methodology	5.744	0.717			-0.477	0.138
Pch	Programme characteristics	5.846	0.689			-0.427	0.011
Tto	Training topics	5.766	0.639			-0.346	0.112
Att	Attitudes	5.951	0.651			0.415	-0.129
D	Knowledge			5	0.796		
kno1	ICT enhancement	5.590	0.899			-1.047	3.743
kno2	5S Culture	5.820	0.784			-0.382	0.306
kno3	Dakwah development	5.770	0.810			-0.485	-0.068
kno4	Strategic planning	5.900	0.762			-0.002	-0.884
kno6	Management excellence	5.880	0.780			-0.433	-0.033
E	Behaviour (beh)			5	0.784		
beh1	Interpersonal skills	5.610	0.825			-0.379	-0.013
beh2	Public speaking	5.760	0.828			-0.339	-0.334
beh3	Meeting technique	5.780	0.782			-0.391	-0.079
beh5	Transformational leadership	5.860	0.800			-0.631	1.017
F	Technical Consultancy (tco)			7	0.859		
tco1	Appreciate technical support	5.850	0.885			-0.253	-0.767
tco2	Useful technical guidelines	5.830	0.899			-0.344	-0.411
tco3	Understand BASO model	5.730	0.951			-0.399	-0.327
tco4	Mosque strategic planning						
tco5	Mosque effective planning	5.640	0.928			-0.266	-0.534

Table 2 *(continue)*

tco6	Plan of action	5.870	1.026			-0.877	0.802
tco7	Development of guidelines	6.010	0.978			-0.925	0.307
G	Management Support (msu)			5	0.863		
msu1	Working group meeting	5.650	1.083			-1.553	4.895
msu2	Meeting venue and facilities	5.770	1.087			-1.385	3.935
msu3	Working team evaluation	5.860	0.983			-1.034	1.396
msu4	Resources	5.630	0.963			-1.109	3.234
msu5	Complete documentation	5.862	0.948			-0.751	0.742
H	Peer Meeting Review (prm)						
prm1	Strategic planning skills	5.590	1.118	6	0.862	-1.114	1.511
prm2	Facilities and techniques	5.650	1.023			-0.752	0.689
prm3	Steering committee	5.820	0.924			-0.696	0.630
prm4	Charts for planning	5.750	0.991			-0.777	1.179
prm5	Check A and B charts	5.920	0.915			-0.549	-0.022
prm6	BASO model planning	5.280	0.905			-0.022	-0.502

In Table 2, all eight constructs in the theoretical framework were found to be highly significant. Reaction was found to be highly significant and its Cronbach Alpha was α 0.937, followed by mosque performance α 0.887, management support α 0.863, peer review meeting α 0.862, technical consultancy α 0.853, documented strategic intention α 0.798, knowledge α 0.796, and behaviour α 0.784.

Training reaction items mean score was based on Likert scale 1 to 7 points. Score 1 means "Strongly Disagree" and scale 7 means "Strongly Agree". Mean score data

Table 3
Summary of results for mediating variables

No	Relationships	Mediators	Sobel Test	Results
H_{25a}:	rea → Prm	Technical Consultancy [tco]	3.481	Supported
H_{25b}:	Rea → Tco	Behaviour [beh]	2.536	Supported
H_{25c}::	rea → prm	Behaviour [beh]	3.692	Supported
H_{25d}:	Rea → dsi	Technical Consultancy [tco]	1.680	Supported
H_{25e}:	Beh → prm	Technical Consultancy [tco]	3.634	Supported
H_{25f}:	Tco → dsi	Management Support [msu]	0.807	Rejected

Note: 1. rea: Reaction, 2. prm: Peer Review Meeting, 3. tco: Technical Consultancy, 4. prm: Peer Review Meeting 5. dsi: Documented Strategic Intention, and 6. beh: Behaviour

revealed that the highest score is participants attitude change ,5.951, followed by trainers' performance at 5.920, general reaction at 5.853, programme characteristics at 5.846, training topics at5.766, methodology at 5.744, training management at 5.686, and objectives achievement at 5.669.

Training intervention does not solve or bring full positive developments towards organisational developments. Martin, (2007) stated that training follow up is the important mediator to support learning transfer. Table 3 showed that technical consultancy (tco) is a highly significant mediator between behaviour (beh) and peer review meeting (prm) as Sobel Test score was 3.634 which was higher than critical ratio ± 1.653. Table 3 also indicated that technical consultancy (tco) is a highly significant mediator between reaction (rea) and peer review meeting (prm) as its Sobel Test score at 3.481 is more than critical ratio ± 1.653. Technical consultancy was also a significant mediator between reaction (rea) and documented strategic intention (dsi) as the Sobel Test score at 1.680 which is beyond a critical ratio ± 1.653. However, management support as mediator between technical consultation and documented strategic intention (dsi) was rejected as its Sobel Test score was 0.807 as less than critical ratio ± 1.653. This happened because respondents expected the Manager, Assistant Manager, Social Development Officers, Religious Development Officers at the FELDA Settlements Level to play a vital role, actively participate and involve in the peer review meeting sessions and decision making process.

Table 4
Summary of results for mediating variables

No	Constructs	Constrained		Unconstrained		Difference		Results
		χ^2_c	dfc	χ^2_u	dfu	$\Delta\chi^2$	Δdf	
H_{26c}:	Beh → tco	3322.360	1673	3319.613	1672	2.747	1	Supported
H_{26m}:	Prm → dsi	3324.057	1673	3319.613	1672	4.444	1	Supported
H_{26n}:	Rea → dsi	3326.370	1673	3319.613	1672	6.757	1	Supported
H_{26o}:	Kno → mpe	3323.018	1673	3319.613	1672	3.338	1	Supported
H_{26p}:	Beh → mpe	3322.336	1673	3319.613	1672	2.723	1	Supported

In Table 4, the first hypothesis is supported whereby Transformational leadership (tle) moderates the relationship between behaviour (beh) and technical consultancy (tco) as Constrained CMIN (χ^2)3322.360 and degree of freedom at 1673. Unconstrained CMIN (χ^2)3319.613 and degree of freedom at 1672.Whereas, $\Delta\chi^2 = 2.747$ and $\Delta df = 1$.

The second hypothesis is also supported whereby transformational leadership (tle) moderates the relationship between peer review meeting (prm) and documented strategic intention (dsi). Status for the Constrained CMIN (χ^2) at 3324.057,

degree of freedom (df) score at 673. Unconstrained CMIN (χ^2) at 3319.613, degree of freedom (df) score at 672. Whereas $\Delta\chi^2 = 4.444$ and $\Delta df = 1$.

The third hypothesis is also supported whereby transformational leadership (tle) moderates the relationship between reaction (rea) and documented strategic intention (dsi). Status CMIN (χ^2) for constrained value at 3326.370, Degree of Freedom (df) at 1973. CMIN ($f\chi^2$) for Unconstrained at 3319.613, degree of freedom 1972. Status for $\Delta\chi^2 = 6.757$ and $\Delta df = 1$.

The fourth hypothesis which is supported is transformational leadership (tle) moderates the relationship between knowledge (kno) and mosque performance (mpe). Calculated status for Constrained CMIN (χ^2) at 3323.018, Degree of Freedom (df) at 1673. Unconstrained CMIN (χ^2), 3319.613, degree of freedom at1672. Whereas, $\Delta\chi^2 = 3.338$ and $\Delta df = 1$

CONCLUSION

The results showed that BASO Model-Based Strategic Planning Training, Training Follow up sessions, and Transformational Leadership are important in developing good mosque organisational performance. This study intervention through BASO Model-Based Strategic Planning Training and supported by Follow up Sessions showed that mosque leaders were able to produce a comprehensive BASO model-based documented strategic intentions for all four sample mosques. This present study also evaluated six-month post-test results on the execution of sample mosques short term action plans. Technical consultancy, peer review meetings and management support are mediating factors towards mosque organisational effectiveness. Therefore, this BASO model-based strategic planning training supported by training follow up sessions is reliable and can applied to other rural mosques in particular within the context of FELDA and Malaysia.

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