

BASO MODEL-BASED STRATEGIC PLANNING TRAINING IMPACT ON RURAL MOSQUE EFFECTIVENESS

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Abstract

This research discusses the impact of BASO model-based strategic planning training on rural mosque effectiveness. This research also examined the effect of training follow up session as mediating factor towards rural mosque effectiveness. This study applied quasi experimental field research involved 160 mosque leaders revealed that BASO Model-based strategic planning significantly influenced the rural mosque effectiveness. This study also found that training follow up session significantly mediated the relationship between BASO Model-based strategic planning training and rural mosque effectiveness.

Keywords: *Organisational Effectiveness, Strategic Planning Training, Training Follow up.*

Introduction

Mosque is very important institution for Muslims community and it is an indicator of the growth values of Islamic civilisation whether in Malaysia or global. In order to be an effective and excellent institution, the mosques as non-profit organisation (NPOs) need to strengthen their strategic planning, organisational structure, organisational systems, management ability of the mosque leaders, and focus on organisational developments, and their leadership drive (Cunningham, 1977; Cunningham 2009; Cumming & Worley, 2008). Mosques must be compelled to transform and review their state of affairs in order to meet the new challenges particularly in response to expectations of the community, the public, and stakeholders (Brown & Harvey, 2006). Within the context of Malaysia, mosques do function as a place for prayers and celebrating Muslim festivals (Ahmad Zaki, 2007), Similarly, the mosques function as the centres for the weekly congregation such as the Friday prayer, apart from being supposedly a premise that is conducive for Quran recital and remembrance, Islamic culture and community developments centre (Sheikh Ismail, 2008). Yusuf AL Qardhawi, 2007 revealed that a mosque is not merely a place of worship but rather extended to provide facilities for the well-being of each and every Muslim. Evidently, the needs of the community are fulfilled by the management of the mosque which encompasses zakat collection and distribution, marriage, family disputes, welfare, propagation, education, Islamic culture centre, community centre and funeral service.

The researcher is bent towards examining the training intervention because there is a dearth of previous studies from the perspective of mosque institutions that provides empirical evidence to the argument that strategic planning training is indeed a prerequisite to improving the capability and capacity of mosque leaders to enhance rural community mosque effectiveness. It is argued that the development of the rural community mosques is hampered by: (i) non-existence of strategic planning, (ii) weak and ineffective leadership, (iii) poor managerial ability among the mosque leaders, (iv) poor organisational systems, (v) poor organisational structure, and (vi) poor organisational developments.

BASO Model-based strategic planning training is compartmentalised into the following sub-modules: (i) basic planning, (ii) alignment planning, (iii) scenario planning, and (iv) organic planning. The BASO model itself is rated as a more comprehensive strategic planning as compared with other models which are mostly limited to basic goal-setting juncture. This basic BASO model-based strategic planning is argued to have a consequential effect particularly, in the transformation of the mosque leaders to be more dynamic, democratic, and effective group decision-making that is based on consensus. The second perspective of the strategic planning is the so-called alignment planning which consists of the following elements: (i) planned strategy, (ii) emergent strategy, (iii) improved work process, and (iv) improved organisational systems and tactical adjustment for execution plans. The proclivity to adopt BASO Model-based strategic planning training programme, and follow-up sessions based on Kirkpatrick's (1959) assertion that such training is a pre-requisite to organisational effectiveness. Furthermore, Martin (2010) argued that training impact can be improved through effective follow-up techniques which justifies the researcher's adoption of training follow-up sessions. This present study applies an integrated adoption of three theories as the basis for the theoretical framework. The first theory relates to the four levels of training evaluation which was developed by Kirkpatrick (1961; 1976) to

evaluate BASO Model Strategic Planning Training (BMSPT) intervention. The training evaluation variables used in this 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 (iv) management support. The third theory is drawn from organisational effectiveness model which was postulated by Cunningham (2009), and for this present study, the theory justifies the integration of the following variables: (i) documented strategic intention, (ii) structure, (iii) systems, (iv) managerial ability, and (v) organisational developments.

Research Objectives

RO1: To verify whether there are any significant differences between the pre- test and post-test means for the underlying dimensions of: (i) BASO Model-based strategic planning, and (ii) mosque organisational effectiveness.

RO2: To estimate whether the underlying dimensions of BASO Model-based strategic planning training are significantly related to one another, and related to the underlying dimensions of follow-up sessions.

RO3: To verify whether the underlying dimensions of mosque organisational effectiveness are significantly related to one another, and related to the underlying dimensions of BASO Model-based strategic planning training, and the underlying dimensions of follow-up sessions.

Research Questions

RQ1: Are there any significant difference between each pair of the pre-test and post-test means of the underlying dimensions of BASO Model-based strategic planning training, and mosque organisational effectiveness?

RQ2: Are the underlying dimensions of BASO Model-based strategic planning training significantly related to one another, and related to the underlying dimensions of follow-up sessions?

RQ3: Are the underlying dimensions of mosque organisational effectiveness significantly related to one another, and related to the underlying dimensions of BASO Model- based strategic planning training, and the underlying dimensions of follow-up sessions?

Methods

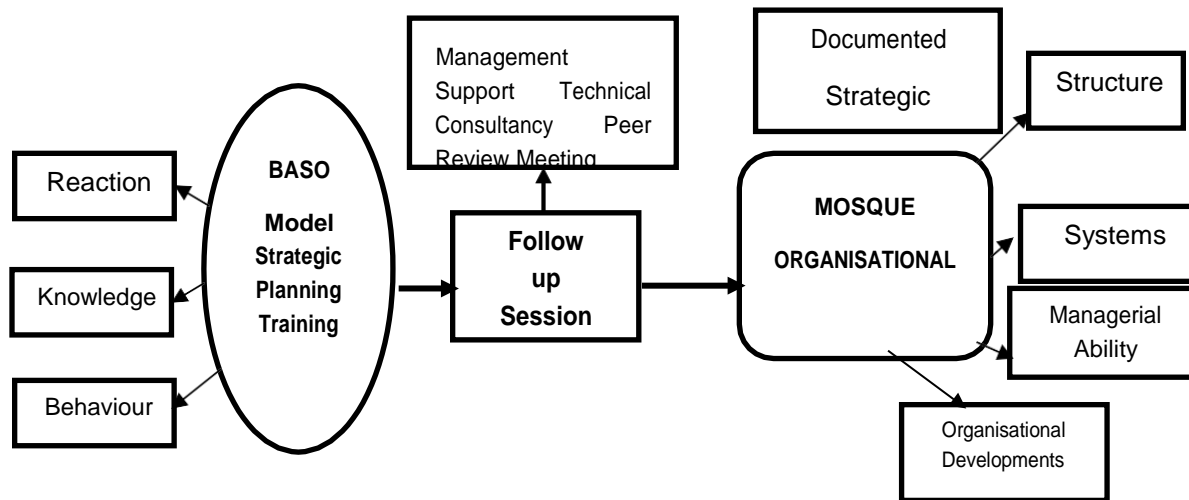
The approach for this present study is quasi-experimental field research. Despite being a systematic inquiry, the researcher have been given four selected participating mosques by the Federal Land Development Authority (FELDA) management and Department of Islamic Development Malaysia (JAKIM). Four mosques are represented by 160 participants who are required to attend BASO Model-based strategic planning training programme. The same set of participants also attended a series of follow-up sessions which pretest and posttest set of data are collected. In this quasi-experimental study, the effect of treatments can be measured by measuring the difference between post-test and pre-test ($O_2 - O_1$). 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). There are four time- lines or entries for data collection processes within the six-month period of time. The first time-line (T1) is before the experimentation. The second time-line (T2), the post-test data is collected from all 160 respondents at the end of the strategic planning training programme. The third time- line (T3) takes place two months after the participants completed the strategic planning training programme. The researcher collected data on the impact of the follow-up sessions for each sample mosque at the end of the assessment month by using the second set of questionnaire or the Set B questionnaire. The time-frame four (T4) takes place at the end of six month which is allotted as the duration of this present studies' so-called experiment. This assessment used questionnaire Set C which is open-ended and close-ended, comprising of pre-test and post-test criteria which are adapted from Kirkpatrick's (1961;1976) four-level training evaluation onresults.

This present study adopted purposive sampling which is deemed to systematically creating the samples for quantitatively testing the scale items (Sekaran, 2013). Example of purposive sampling units are community leaders, experts, professional known for their work with and expertise on the problem of the investigation (Rubin & Babbie, 2009). The purposive sampling 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), (Gerrish, & Lathlean, 2015). Personally administered questionnaire set and face to face interviews with the 160 respondents resulted 100 percent questionnaires return in all four time-lines of data collection processes.

This study 160 respondents are reliable to answer for the mosque organisational effectiveness developments, issues and problems of the rural community mosque. These sources of reliability and validity are taken into consideration in order to achieve the objectives of this investigation in terms of its adequacy of a sampling procedure. 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 et al., 1999). Researcher used SPSS and SEM version 22.0 as the statistical technique adopted for this present study in the wake of the 160 respondents, it is incumbent upon the researcher to actually establish that it is reasonable to have it as

the sample size of this present study (Anderson and Gerbing, 1988), (Baumgartner & Homburg, 1996), (Wolf et. al., 2013). 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 as posited by Anderson and Gerbing (1988).

Theoretical Framework



Results

The results of the structural modelling revealed that 17 out of 24 hypotheses tested for the direct relationships were supported and 7 hypotheses were rejected.

Table 1: 24 Hypotheses Tested

No	Structural Paths	Standardised Coefficient	Critical Ratio	P	Results
H1	rea → beh		0.233	1.9890.047	Supported
H2	kno → beh		0.603	4.3780.001	Supported
H3	beh → tco		0.254	2.5750.001	Supported
H4	rea → tco		0.612	5.7300.001	Supported
H5	tco → msu		0.403	3.3580.001	Supported
H6	kno → msu		0.211	1.7820.075	Supported
H7	rea → prm		0.391	3.3320.001	Supported
H8	beh → prm		0.515	3.7100.001	Supported
H9	tco → prm		0.302	2.6020.009	Supported
H10	kno → prm (I)		-0.253	-1.8390.066	Supported
H11	msu → prm		0.036	0.5220.601	Rejected
H12	tco → dsi		0.297	1.7080.082	Supported
H13	msu → dsi		0.166	1.8060.073	Supported
H14	prm → dsi		-0.582	-1.8530.064	Supported
H15	kno → dsi		0.062	0.2720.786	Rejected
H16	rea → dsi		0.401	1.8570.063	Supported

H17	beh → dsi	0.262	0.9420.346	Rejected
H18	prm → mpe	-0.027	-0.1110.911	Rejected
H19	rea → mpe	0.083	0.5010.616	Rejected
H20	kno → mpe	0.389	2.2060.027	Supported
H21	beh → mpe	0.270	1.7900.204	Supported
H22	tco → mpe	0.017	0.1110.912	Rejected
H23	dsi → mpe	0.191	2.1150.034	Supported
H24	msu → mpe	-0.042	-0.5010.616	Rejected

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

Table 2: Summary of Statistics for All Constructs

No		Mean	SD	Items	α	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
B	Mosque Performance (mpe)			4	0.887		
ost	Organisational structure (ost)	5.945	0.783			-1.302	-1.302
osy	Organisational system (osy)	5.891	0.920			-0.947	-0.947
mab	Managerial ability (mab)	5.846	0.798			-2.193	-2.193
ode	Organisational development (ode)	5.951	0.651			-0.777	-0.777
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				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)				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) 70.859					
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	5.850	0.803	-0.461	-0.071
tco5	Mosque effective planning	5.640	0.928	-0.266	-0.534
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) 50.863					
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) 60.862					
prm1	Strategic planning skills	5.590	1.118	-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

The first research question was descriptive results on all items showed that BMSPT supported by follow up as mediating factor proven significantly improved mosque leaders ability to complete the mosque strategic documentations, improve mosque performance, improved mosque leaders knowledge, and behaviour. Reaction item score for BASO Strategic Planning Training (BMSPT) intervention affirmed that its suited and well accepted by the mosque leaders. The mosque leaders as participant of BMSPT claimed that this training intervention proven changed their positive attitude towards mosque effectiveness as they gave attitude as the highest score amongst the items under the reaction.

The second research question was developed based on the seventeen significant relationships which led to the generation of seven hypotheses which were anchored on three mediators as follows: (i) technical consultancy, (ii) peer review meeting, and (iii) management support.

Table 3: Summary of Results for Mediating Variables

No	Links	Mediators	Sobel Test	Results
H2a:	rea → prm	Technical Consultancy [tco]	3.481	Supported
H2b:	Rea → tco	Behaviour [beh]	2.536	Supported
H2c:	rea → prm	Behaviour [beh]	3.692	Supported
H2d:	Rea → dsi	Technical Consultancy [tco]	1.680	Supported
H2e:	Beh → prm	Technical Consultancy [tco]	3.634	Supported
H2f:	Tco → dsi	Management Support [msu]	0.807	Rejected

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

In hypothesis H2a, the mediating effect of technical consultancy on the relationship between reaction and peer review meeting was found to be significant. This finding provides an empirical evidence that the relationship between reaction and peer review meeting is mediated by technical consultancy which implies that the role of the

consultant is recognised by the trainees as being pivotal to the enhancement of the quality of the peer review meeting. It is justifiable to argue that the key player to the training programme was the consultant which was also the trainer. In other words, the consultant was responsible for nurturing the reaction of the trainees as a result of which reaction reciprocates the importance of peer review meeting. In a case of mediation, the relationship between reaction and peer review meeting is hypothesised to be an indirect effect that happens because of the impact of technical consultancy which is the mediator. Therefore, when technical consultancy is included in a regression analysis model with reaction, the effect of peer review meeting is reduced, and the effect of technical consultancy continues to be significant. This present study finding is similar as what has been suggested by Martin (2009;2010).

In hypothesis H2b, the mediating effect of behaviour on the relationship between reaction and technical consultancy of the mosque management team was found to be significant. In other words, reaction is contingent upon the extent to which technical consultancy is extended to the trainees. However, the behaviour of the trainees was found to have a moderation effect on the relationship between reaction and technical consultancy. This implies that the relationship between reaction and technical consultancy is hypothesised to be an indirect effect that happens because of the impact of behaviour as the mediator. Hence, when behaviour is included in a regression analysis model with technical consultancy, the effect of reaction is reduced, and the effect of behaviour is reduced whereas the effect of behaviour remains significant. Kirkpatrick (1961) mentioned training is not a magic. Further he mentioned behaviour need some times to take place. The previous researchers like Kirkpatrick (1961; 2006), Martin, (2009; 2010); McNamara, (2010), suggested that training intervention need the effective training follow up in order learning transfer and improve trainees behaviour or skills. This present study used follow up sessions and its underlying dimensions as the medium to strengthen the learning transfer and behaviour or skills ability amongst the trainees. Therefore, this present study finding is similar and affirmed that follow up sessions is an important mediating factor for the achievement of mosque documented strategic intention and mosque performance.

In hypothesis H2c, the mediating effect of technical consultancy (tco) on the relationship between reaction (rea) and peer review meeting (prm) of the mosque management team was found to be significant. In a case of mediation, the relationship between reaction and peer review meeting is hypothesised to be an indirect effect that happens because of the impact of behaviour as the mediator. Therefore, when the behaviour is included in a regression analysis model with the reaction, the effect of peer review meeting is reduced, and the effect of the behaviour still remains significant. This present study finding is similar as what have been highlighted by Beckhard, (1969), Kirkpatrick, (2006) asserted that follow up sessions must be incorporated in the training programme. Scott et al. (2012) study affirmed that the important of managerial skills to predict effectiveness. Behaviour or skills ability of the trainees for this present study is the direct impact of inputs and coaching from the consultant as technical expert (Martin, 2009).

In hypothesis H2d, the mediating effect of technical consultancy (tco) on the relationship between reaction (rea) and peer review meeting (prm) of the mosque management team was found to be significant. Similarly, in a case of mediation, the relationship between reaction and documented strategic intention is hypothesised as an indirect effect that happens because of the impact of technical consultancy as a mediator. Hence, when the mediator is included in a regression analysis model with reaction, the effect of the technical consultancy continues to be significant. Without the inputs and coaching from the Technical Consultant it is impossible that the rural mosque leaders are able to completed the BASO model-based strategic intention. Therefore, the empirical data asserted that Technical Consultancy is consistent as the important mediating factor to ensure effective transfer of learning especially on the procedural or technical knowledge (Gerry et al., 2008). Technical consultancy help focusing what really matters and effective execution by using effective communication and make difficult things become easy and objectives accomplished faster (Jeary, 2009).

In hypothesis H2e, the mediating effect of technical consultancy on the relationship between behaviour and peer review meeting of the mosque management team was found to be significant. In a case of mediation, the relationship between the behaviour and the peer review meeting is hypothesised to be an indirect effect that happens because of the impact of technical consultancy as the mediator. Consequently, when the mediator is included in a regression analysis model with the behaviour, the effect of peer review meeting is reduced, and the effect of the mediator still remains significant. Further, technical support from the consultant provides the participant with guidance, slides, BASO tools kit, format and checklist, and taking corrective actions becomes the prerequisites to achieve the targeted results (Parry et al., 2002). This present study finding similar as research by Thomas and Pitman's (2011) examined problem-solving consultation training.

In hypothesis H2f, the mediating effect of management support (msu) on the relationship between technical consultancy and documented strategic intention of the mosque management team was not found to be significant. In a case of mediation, the relationship between the technical consultancy and the documented strategic intention is hypothesised to be an indirect effect that happens because of the impact of management support as the mediator.

Therefore, when the mediator is included in a regression analysis model with the management support, the effect of the documented strategic intention is reduced, and the effect of the mediator should continue to be significant, which is not the case for management support. Therefore, management support does not mediate the relationship between technical consultancy and documented strategic intention. This present study finding contradict with previous research finding like Allen (1999; 2009), Wang et al.'s (2012) and Shaar et al.'s (2015) which they are mentioned that strongly significant mediating variable influences organisational change on organisational performance. Beside management support in providing resources and facilities, the policy makers, and top management in organisational developments context also need to consider the collaboration of their management team and staff mind-set is ready for commitment, participation, involvement, empowerment and teamwork towards the organisational development and effectiveness programme.

Conclusion

This present study asserted that BASO Model-based strategic planning training intervention is highly significant antecedent to the rural mosque organisational effectiveness. BASO Model-based strategic planning training is well accepted by the mosque leaders as BASO training trainees group consist of older generation, professionals, women leaders, and youth leaders group. The professionalism of the training consultants, design of training module with the relevant training contents, effective training methodology, the training subject is easy to understand contributed to keep the training sessions alive and magnatised the trainees to follow the training sessions from the commencement until the end. BASO model-based training intervention found that as successfully achieved the training objectives. BASO model-based training empirically proven that change the mosque leaders attitude and paradigm shift. Mosque leaders motivation and attitude change materialised as they are highly committed to enhance their mosque's organisational effectiveness. BASO model-based also proven succeed in improving the mosque leders knowledge on the BASO Model-based strategic planning and behaviour related to the transformational skills, teamwork skills, group consensus decision making skills, communication skills and presentation skills. It is wisely to expand this BASO Model training intervention to other rural mosques in Malaysia or global context.

Training follow up sessions and its underlying dimensions are crucial and proven as significant mediating factors influence the greater impact on mosque leaders managerial ability, succeed the completion of documented strategic intentions and improved mosque performances attribute consist of mosque structure, systems, and organisational developments as an effective, condusive, and accredited as excellent mosque. Therefore, follow up sessions must be inclusive with the training package.

Acknowledgements

The authors gratefully acknowledge the help of the Federal Land Development Authority (FELDA), Islamic Development Department of Malaysia (JAKIM). Ministry of Higher Education of Malaysia (MOHE) in providing the Fundamental Research Grant Science (FRGS) (Project Number: IRMI/FRGS 5/3 136/2015) and Universiti Teknologi MARA Malaysia for making available its Fellowship scheme.

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