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Experimental Research: BASO Model-Based Strategic Planning Training Mediated by Training Follow up Sessions and Moderated by Transformational Leadership Impact on Mosque Organizational Effectiveness

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ABSTRACT

Objective – The objective of this quasi-experimental study is to examine the impact of BASO Model-Based Strategic Planning Training (as the independent variable) and Training Follow up Sessions (as the mediating variable) towards Rural Community Mosque organizational performance. This research also examines the effect of transformational leadership as a moderating factor towards mosque organizational effectiveness.
Methodology/Technique – This study uses BASO Model-Based Strategic Planning Training and is supported by Follow up Sessions. The study shows that mosque leaders can produce a comprehensive BASO model-based document outlining the strategic intentions for all four sample mosques. The present study also gathered results six months after the initial test, on the execution of the sample mosques' short-term action plans.
Findings – The empirical data demonstrates a significant contribution of technical consultancy, peer review meetings and management support as mediating factors towards mosque organisational effectiveness. Therefore, BASO model-based strategic planning training is supported by the training follow up sessions.
Novelty – This method is considered useful for implementation in Rural Mosques, within the context of FELDA, Malaysia and globally.
Type of Paper: Empirical

Keywords: Organisational Effectiveness, Strategic Planning Training, Training Follow Up, Transformational Leadership.
JEL Classification: M53, M54.

1. Introduction

Mosque is a very important institution for Muslim communities and it is an indicator of the growth values of Islamic civilization, both in Malaysia or globally. In order to be an effective institution, the mosques are operated as not-for-profit organization (NPOs). This requires a strong focus on their strategic planning, organizational structure, organizational systems, management ability of mosque leaders, organizational developments, and leadership motivation (Cunningham, 1977; Cunningham & Kempling, 2009; Cumming &

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Worley, 2008). Mosques must be compelled to transform and review their to meet new challenges, particularly in response to expectations of the community, the public, and various stakeholders (Brown & Harvey, 2006). Within Malaysia, mosques function as a place for prayers and celebrating Muslim festivals (Ahmad Zaki, 2007). Similarly, mosques function as a centre for the weekly congregation, such as the Friday prayer (Sheikh Ismail, 2008). Yusuf AL Qardhawi (2007) reveals that a mosque is not merely a place of worship; they also provide facilities for the well-being of each and every Muslim, irrespective of their cultural background or place of origin. In other words, the hospitality of the mosque extends to the local community as well as to travelers who seek refuge, and fulfill their daily prayers. Evidently, the needs of the community are fulfilled by the management of the mosque, which includes zakat collection and distribution, marriage, family disputes, welfare, propagation, education, Islamic culture centers, community centers and funeral services.

The researcher is swayed towards examining the instance of training intervention as there is a significant amount of previous studies that provide empirical evidence to suggest that strategic planning training is a pre-requisite for improving the capability and capacity of mosque leaders to enhance rural community mosque organizational effectiveness. It is argued that the development of the rural community mosques is hampered by: (1) non-existence of strategic planning, (2) weak and ineffective leadership, (3) poor managerial ability among the mosque leaders, (4) poor organizational systems, (5) poor organizational structure, and (6) poor organizational development.

BASO Model-based strategic planning training is compartmentalized into the following sub-modules: (1) basic planning, (2) alignment planning, (3) scenario planning, and (4) organic planning. The BASO model itself is rated as a more comprehensive method of strategic planning as compared with other models which are mostly limited to basic goal-setting juncture. The basic BASO model-based strategic planning is considered to have a consequential effect, particularly in the transformation of mosque leaders to be more dynamic, democratic, and effective in consensual group decision-making. The second perspective of strategic planning is known as alignment planning which consists of the following elements: (1) planned strategy, (2) emergent strategy, (3) improved work process, and (4) improved organizational systems, and (5) tactical adjustment for execution plans.

2. Methodology

The proclivity to adopt BASO Model-based strategic planning training program, as well as the follow-up sessions based on research by Kirkpatrick, D. L., and Kirkpatrick, J. D. (2006) asserts that such training is a pre-requisite to organizational effectiveness. Furthermore, Martin, (2010) argues that the impact of training can be heightened through effective follow-up techniques. This justifies the researcher's adoption of training follow-up sessions. This present study applies an integrated adoption of four theories as the basis for the theoretical framework.

The first theory relates to the four levels of training evaluation as developed by Kirkpatrick, D. L., and Kirkpatrick, J. D. (2007; 2006) to evaluate BMSPT intervention. The training evaluation variables used in the present study include: (1) reaction, (2) knowledge, (3) behavior, and (4) results. The second theory pertains to training follow-up theory developed by Martin, (2010), which consists of the following variables: (1) peer review meetings, (2) technical consultancy, and (3) management support. The third theory is drawn from the organizational effectiveness model as postulated by Cunningham, (2009). For the present study, the theory justifies the integration of the following variables: (1) documented strategic intention, (2) structure, (3) systems, (4) managerial ability, and (5) organizational developments. The fourth theory used in the present study relates 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). The approach taken in the present study is quasi-experimental. Despite being a systematic inquiry, the researcher has been given four participating mosques by the FELDA management and JAKIM. The four mosques are represented by 160 participants who are required to attend a BASO Model-

based strategic planning training program. The same set of participants also attended a series of follow-up sessions where pre-test and post-test data was collected.

In this quasi-experimental study, the effect of treatments can be measured by measuring the difference between the post-test and pre-test results (O2 – O1). Quasi-experimental pre-tests and post-tests are both useful means of guarding against threats to reliability and validity (Cook & Campbell, 1979; Burrell & Morgan, 1979; Cunningham, 1977; 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 used. The first time-line (T1) takes place 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 program. The third time-line (T3) takes place two months after the participants completed the strategic planning training program. The research 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 questionnaires (Set B questionnaire). The fourth time-frame (T4) takes place at the end of the six month period. 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-levels of training evaluation on results.

The present study adopts a purposive sampling method which is deemed to systematically create the samples for quantitatively testing the scale items (Sekaran & Bougie, 2013). An example of purposive sampling units are community leaders, experts, professionals known for their work with and expertise on the problem of the investigation (Babbie & Rubin, 2009). The purposive sampling is used to justify the inclusion of rich sources of data that can be obtained to generate or test the explanatory frameworks (Patton, 2002; Gerrish & Lathlean, 2015). Personally administered questionnaires and face-to-face interviews resulted in 100 percent of the questionnaires being returned in all four of the time-lines.

All 160 of the respondents are reliable to answer for the mosque organizational 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 the adequacy of the sampling procedure. Furthermore, the judgement has to consider not only feasibility and the resource-intensiveness of alternative sampling techniques but more importantly, the overall goal of the study (Parcell et at., 1999). The research uses SPSS and SEM version 22.0 as the statistical technique. It is incumbent upon the researcher to establish that this choice is reasonable (Anderson & Gerbing, 1988; Baumgartner & Homburg, 1996; Wolf et. al., 2013). The study duration was six months. There were 160 respondents, which falls beyond the range of 100 and 150 suggested by Anderson and Gerbing (1988).

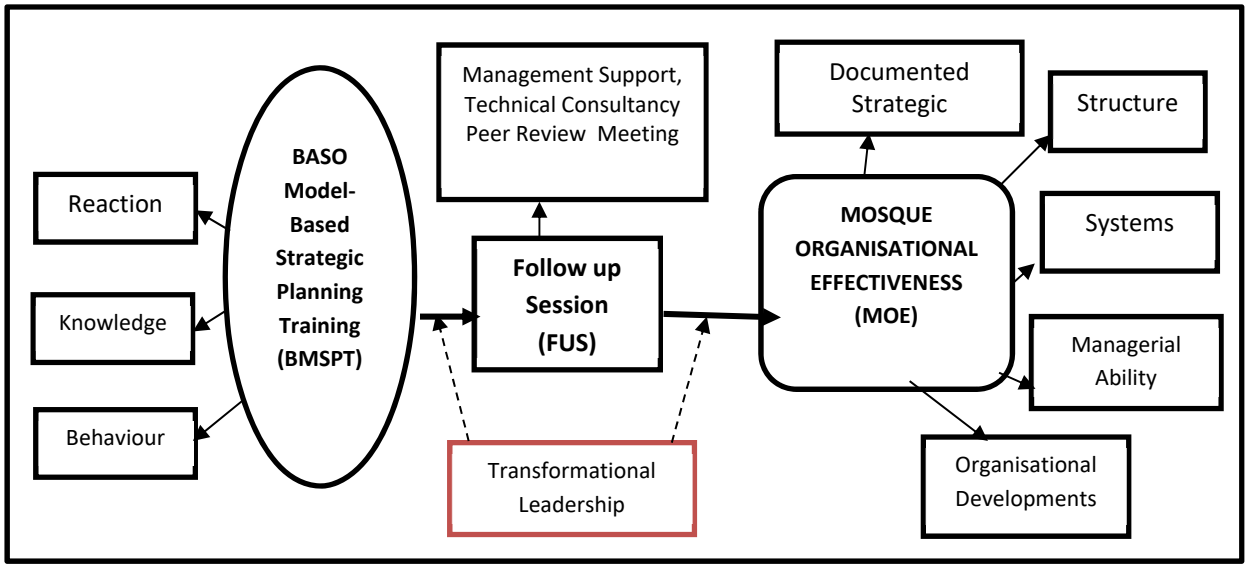

Figure 1. Research Model

3. Results

The results of the structural modelling reveal that with regard to the direct relationship, 17 out of 24 hypotheses tested were supported. The remaining 7 were rejected. There are nine hypotheses in which the mediating variable was supported. Of the 15 sub-hypotheses with the transformational leadership as the moderator, 6 were supported.

The results of the experiment are shown in Table 1, 2, 3 and 4.

Table 1. Summary of Measurements for the Hypothesized 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
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

No	Structural Paths	Standardised Coefficient	Critical Ratio	P	Results
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 Review Meeting; 7. dsi: Documented Strategic Intention; and 8. mpe: Mosque Performance.

4.1 Antecedent to behaviour

H1: The results found that there is a significant relationship between reaction (rea) and behavior (beh). This 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.

H2: The result found that there is a significant relationship between knowledge (kno) and behavior (beh). This 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 trainees (1959b).

4.2 Underlying dimensions of BASO Model-based strategic planning training significantly related to technical consultancy

H3: The result found that there is a significant relationship between behavior (beh) and technical consultancy (tco). This 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.

H4: The result found that there is a significant relationship between reaction (rea) and technical support (tco). This is supported as the critical ratio is 5.730 which is greater than ±1.96 at $p < 0.001$ and its standardized coefficient is 0.612.

4.3 Underlying dimensions of BASO Model-based strategic planning training significantly related to management support

H5: The result found that there is a significant relationship between technical consultancy (tco) and management support (msu). This 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: The result found that that there is a significant relationship between knowledge (kno) and management support (msu). This 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.

4.4 Underlying dimensions of BASO Model-based strategic planning training significantly related to peer review meeting

H7: The result found that there is a significant relationship between reaction (rea) and peer review meeting (prm). This 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.

H8: The result found that there is a significant relationship between behaviour (beh) and peer review meeting (prm). This 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.

H9: The result found that there is a significant relationship between technical consultancy (tco) and peer review meeting (prm). This 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.

H10: The result found that there is a significant inverse relationship between knowledge (kno) and peer review meeting (prm). This 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.

H11: The result found that there is a significant relationship between management support (msu) and peer review meeting (prm). This is rejected as its critical ratio is 0.521, which is below ±1.96 at $p < 0.001$. Its path coefficient is 0.036.

4.5 Antecedents to Documented Strategic Intention [dsi]

H12: There is a significant relationship between technical consultancy (tco) and documented strategic intention (dsi). This is supported as its critical ratio 1.708 which is below ±1.65 at $p < 0.01$. Its standardized loading is 0.297.

H13: There is a significant relationship between management support (msu) and documented strategic intention (dsi)). This is supported as its critical ratio is 1.806 which is greater than ±1.65 at $p < 0.01$. Its standardized loading is 0.166.

H14: There is a significant inverse relationship between peer review meeting (prm) and Mosque documented strategic intention (dsi). This is supported as its critical ratio is -1.853 which is greater than ±1.65 at $p < 0.01$. The present findings explain that having (1) too many peer review meeting sessions, (2) too many people present in the meeting and (3) too long session of peer review meeting will erode quality and productivity.

H15: There is a significant relationship between knowledge (kno) and documented strategic intention (dsi). This is rejected as its critical ratio is 0.272 which is less than ±1.65 at $p < 0.01$. Its standardized loading is 0.062. The respondents refer to knowledge (kno) as what they received during training as 'tacit or cognitive knowledge. BMSPT covered the first part of mosque leaders' developments which focuses more on preparing their 'mindset'. Hence, the present hypothesis is stated in an inverse manner. The second part of mosque leaders' developments through the Follow Up Session (FUS) focuses more on the formative knowledge BASO Model Strategic Planning detail processes.

H16: There is a significant relationship between reaction (rea) and documented strategic intention (dsi). This is supported as its critical ratio 1.857 which is more than ±1.65 at $p < 0.01$. Its standardized loading is 0.401.

H17: There is a significant relationship between behavior (beh) and documented strategic intention (dsi). This is rejected as its critical ratio is 0.942 which is less than ±1.65 at $p < 0.01$. Its standardized loading is 0.262. The present study found that there is no relationship between behavior (beh) and documented strategic intention (dsi) because respondents refer to behavior as a skill set that they obtain from BMSPT training more towards the cognitive part of human behavior related to motivation, teamwork culture and concept of transformational leadership, not technical knowledge of the BASO Model Strategic Planning process and procedures. The formative behavior or technical skills of BASO Model work process are obtained through technical consultations with the consultant during follow up sessions (fus) which were conducted one month after completing the BMSPT session.

4.6 Antecedents to Mosque Performance [mpe]

H18: There is a significant relationship between peer review meeting (prm) and Mosque performance (mpe). This is rejected as its critical ratio is -0.111 which is below ±1.65 at $p < 0.01$. Its standardized loading is -0.027. When comparing the present study with previous research, the findings are inconsistent. The present study shows that there is no significant relationship between peer review meetings (prm) and mosque performance (mpe). This resulted because peer review meetings (prm) significantly impacted the process of preparing the documented strategic intention (dsi) but not mosque performance. In order to justify this difference, there are two different process: (1) peer review meeting evaluations were collected during the stage

of developing the documents of strategic planning, (2) execution of the short-term action plan started one month after completed the documented strategic intention (dsi). It is recommended that peer review meeting evaluations should be continually collected during the process of execution for mosque performance in future studies.

H19: There is a significant relationship between reaction (rea) and Mosque performance (mpe). This is rejected as its critical ratio is 0.501 which is less than ±1.65 at $p < 0.01$. Its standardized loading is 0.083. The findings of the present research are similar with the finding of previous research which shows there is no significant relationship between reaction and mosque performance.

H20: There is a significant relationship between knowledge (kno) and Mosque performance (mpe). This is supported as its critical ratio is 2.206 which is greater than ±1.96 at $p < 0.001$. Its standardized loading is 0.389.

H21: There is a significant relationship between behavior (beh) and Mosque performance (mpe). This is supported as its critical ratio is 1.790. which is greater than ±1.65 at $p < 0.01$. Its standardized loading is 0.270.

H22: There is a significant relationship between technical consultancy (tco) and Mosque performance (mpe). This is rejected as its critical ratio is 0.111 which is below ±1.65 at $p < 0.01$. Its standardized loading is 0.017.

H23: There is a significant relationship between documented strategic intention (dsi) and Mosque performance (mpe). This is supported as its critical ratio is 2.115 which is more than ±1.96 at $p < 0.001$. Its standardized loading is 0.191.

H24: There is a significant relationship between management support (msu) and Mosque performance (mpe). This is rejected as its critical ratio is -0.501 which is below ±1.65 at $p < 0.01$. Its standardized loading is -0.042. The mosque leaders as respondents explained that there is weak or less involvements of the Felda Management at the Settlement level. Mosque leaders expected that the Felda Settlement management should play a more vital role in their participations and continue their engagement in teamwork processes by; (1) participating in the training session, (2) participating in the follow up sessions, (3) participating in the peer review meetings, (4) joining in the documentation strategic planning process, and (5) conveying managerial drive and motivation for execution of action plan processes.

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
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

No		Mean	SD	Items	A	Skewness	Kurtosis
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	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)			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)			6	0.862		
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

Table 2 shows that all eight constructs in the theoretical framework were rated as highly significant. Reaction was found to have the highest significance: its' Cronbach Alpha is α 0.937, and its' mosque performance is α 0.887, management support is α 0.863, peer review meeting is α 0.862, technical consultancy is α 0.853, documented strategic intention is α 0.798, knowledge is α 0.796, and behavior is α 0.784.

Table 2 also explains that training reaction items means scores based on a Likert scale of 1 to 7. A score of 1 indicates 'strongly disagree' and 7 is 'strongly agree'. Mean score data reveals that the highest mean score is participants attitude change (5.951) followed by trainers performance (5.920), general reaction (5.853), program characteristics (5.846), training topics (5.766), methodology (5.744), training management (5.686), and objectives achievement (5.669).

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.

Training intervention is not a magic solution for organizational developments. Martin, (2007) mentions that training follow up is the important mediator to support learning transfer. Table 3 shows that technical consultancy (tco) is found to be a highly significant mediator between behavior (beh) and peer review meetings (prm) as its' Sobel Test score is 3.634, which is higher than critical ratio ± 1.653. Table 3 also indicates that technical consultancy (tco) is a highly significant mediator between reaction (rea) and peer review meetings (prm) as its' Sobel Test score is 3.481 which is higher than critical ratio ± 1.653. Technical consultancy was also found to be a significant mediator between reaction (rea) and documented strategic intention (dsi) as its' Sobel Test score is 1.680 which is more than critical ratio ± 1.653. However, management support as a mediator between technical consultation and documented strategic intention (dsi) was rejected as its' Sobel Test score is 0.807 which is less than critical ratio ± 1.653. This is because the respondents argued that they expected the Manager, Assistant Manager, Social Development Officer and Religious Development Officers at the FELDA Settlements Level to play vital roles, actively participate and get involved in the peer review meeting sessions and the decision-making process.

In Table 4, the first supported hypothesis is that transformational leadership (tle) moderates the relationship between behavior (beh) and technical consultancy (tco) as Constrained CMIN (χ2)3322.360 and degree of freedom is 1673. Unconstrained CMIN (χ2) 3319.613 and degree of freedom is 1672. Whereas, $\Delta\chi2 = 2.747$ and $\Delta df = 1$.

The second supported hypothesis is that transformational leadership (tle) moderates the relationship between peer review meeting (prm) and documented strategic intention (dsi). Status for the Constrained CMIN (χ2) at 3324.057, degree of freedom (df) score is 673. Unconstrained CMIN (χ2) at 3319.613, degree of freedom (df) score is 672. Whereas $\Delta\chi2 = 4.444$ and $\Delta df = 1$.

The third supported hypothesis is that transformational leadership (tle) moderates the relationship between reaction (rea) and documented strategic intention (dsi). Status CMIN (χ2) for Constrained value at 3326.370, Degree of Freedom (df) at 1973. CMIN (fχ2) for Unconstrained at 3319.613, degree of freedom 1972. Status for $\Delta\chi2 = 6.757$ and $\Delta df = 1$.

The fourth supported hypothesis is that transformational leadership (tle) moderates the relationship between knowledge (kno) and mosque performance (mpe). Calculated status for Constrained CMIN (χ2) at 3323.018, Degree of Freedom (df) at 1673. Unconstrained CMIN (χ2), 3319.613, degree of freedom at1672. Whereas, $\Delta\chi2 = 3.338$ and $\Delta df = 1$

Table 4. Summary of Direct Relationships Moderated by Transformational Leadership (tle)

No	Constructs			Constrained		Unconstrained		Difference		Results
				χ^2_c	df_c	χ^2_u	df_u	$\Delta\chi^2$	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

4. Conclusion

The results provide that BASO Model-Based Strategic Planning Training, Training Follow up sessions, and Transformational Leadership are the important pre-requisites for improving the performance of rural community mosques. The present study also evaluated six months post-test results on the execution of sample mosques' short-term action plans. The empirical data shows there is significant contribution of technical consultancy, peer review meetings and management support as mediating factors towards mosque organizational effectiveness. Therefore, the BASO model-based strategic planning training supported by training follow up sessions is reliable for use in Rural Mosques, particularly in the context of rural mosques in Malaysia as well as other countries.

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