

The Role of Transformational Leadership as Moderating Factor between BASO Model Strategic Planning Training Intervention and Rural Mosque Organisational Effectiveness

— *Review of* —
**Integrative
 Business &
 Economics**
 — *Research* —

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ABSTRACT

Mosques as non-profit organisation (NPOs) need to transform and review their state of affairs in order to meet the new challenges particularly in response to expectations of the community. Hence, this study is to examine the influence of transformational leadership (TL) as moderating factor on BASO Model strategic planning training and training follow up sessions intervention on the Rural Community Mosque effectiveness in Malaysia. This study applied quasi-experimental field research with pretest and posttest data collected. It was found that transformational leadership is an important moderating factor that influenced greater practises of mosque's collective decisions-making, planning and performance.

Keywords: Leadership, Managing People and Organisation, Organisation Development.

1. INTRODUCTION

Mosque is a very important institution for Muslims community and it is an indicator of the growth values of Islamic civilisation in Malaysia and other countries. In order to be an effective and excellent institution, mosques as non-profit organisations (NPOs) need to strengthen their strategic planning, organisational structure, organisational systems, management ability of mosque leaders, and to focus on organisational developments and 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 perform function as a place for prayers and celebrating Muslim festivals (Ahmad Zaki, 2007). Yusuf Al Qardhawi (2007) revealed that a mosque is not merely a place of worship but is also extended to provide facilities for the well-being of each and every Muslim, irrespective of their cultural background and place of origin (Ahmad Zaki, 2007). In other words, the hospitality of the mosque is extended to the local community as well as travellers who seek refuge and fulfills their daily prayers. 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.

This study examined 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 and mosque organisational 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.

The BASO Model-based strategic planning includes plans on improving participants' motivation, knowledge, skills competencies, mosque programmes, and activities designed in order to be effective, and attractive. Furthermore, mosque must improve its facilities as the community development centres and participation by the community in prospering mosque programmes and activities. In this respect, BASO Model strategic planning is argued to be an important pre-requisite to achieving a mosque organisational effectiveness by patronising to the notion of: (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 to other models which are mostly limited to basic goal-setting point in time. This basic BASO Model 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 of decision-makers who adhere to the spirit of consensus. Hence, this study is to examine the influence of transformational leadership (TL) as moderating factor on BASO Model strategic planning training and training follow up sessions intervention on the Rural Community Mosque effectiveness.

2. LITERATURE REVIEW

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 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 which was developed by Kirkpatrick (1961; 1976) to evaluate BMSPT intervention. The training evaluation 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 (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. 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 biographer Burns (1978). With regard to Burns' (1978) study, transformational leadership will emerge when leaders and followers complement each other towards a higher level of morality and motivation. It is contingent upon the strength of their vision and personality that transformational leaders are able to inspire their followers to change expectations, perceptions, and motivations to work towards common goals. Similarly, Bass and Avolio (1994) argued that transformational leadership is an important factor that contributes to the organisational effectiveness, and its dynamics. In another study, Burns (2003) asserted that helping the leaders to prepare themselves, and their followers is imperative for dealing with the current and future challenges. Therefore, transformational leaders are typified by their positive expectations for followers and trust that they can do their best. Consequently, they are seen to have the ability to: (i) inspire, (ii) empower, and (iii) stimulate followers to exceed normal levels of performance which require them to focus on, and care about: (i) followers, and (ii) their personal needs and developments (Bass & Riggio, 2006). The transformational leadership is part of the BASO training contents. The leadership practises syura or collective decision-making which is pivotal to timely implementation of the strategic planning. The steering committee is set up for the purpose of ensuring that the duty roster is established particularly for effective and systematic day-to-day running of the mosque and seasonal activities and programmes. The leadership understands that mosque effective planning is achieved by developing effective mosque planning and the ensuing plan of action which requires a long-term commitment. The leadership appears to loyal supporters for implementing mosque programmes and activities. Finally, the leadership are bent towards creating grand ideas for transforming the mosque towards excellence.

3. RESEARCH METHODOLOGY

This study applied quasi-experimental field research with pretest and posttest data collected. Despite being a systematic inquiry, the researcher have been given four selected participating mosques by the management of Federal Land Development Authority (FELDA) and JAKIM. Four mosques are represented by 160 participants who are required to attend BASO Model strategic 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). The experimental effect is measured by the difference between O_2 and O_1 . 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, professionals known for their work with and expertise on the problem of the investigation (Rubin & Babbie, 2009). This present study used SPSS and SEM version 22.0 to analyse 160 respondents. The longitudinal study duration was six months, with 160 respondents that 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).

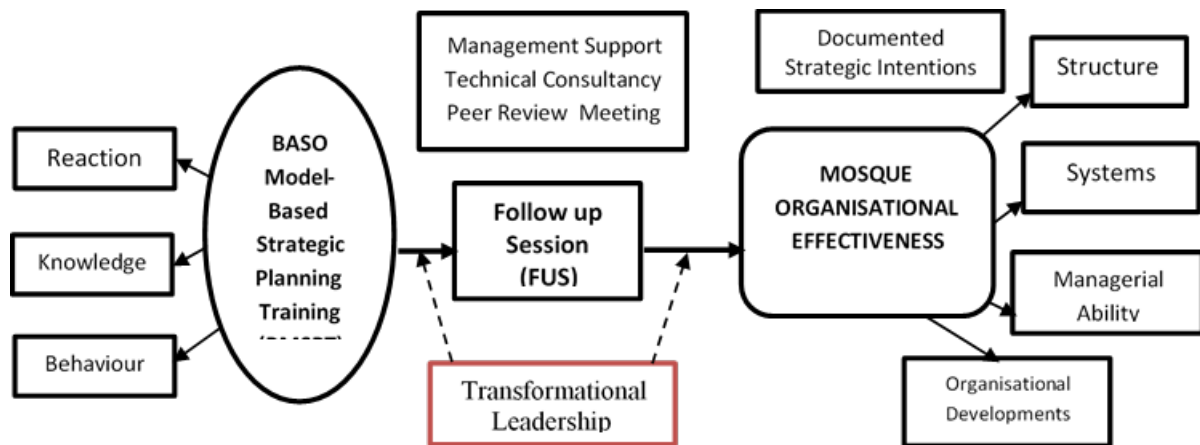
There are four time-lines or entries for data collection processes within the six-month period. The first time-line (T1) is before the experimentation. The second time-line (T2), the post-test data is collected from all 160 respondents at the end of the strategic planning training programme. The 160 respondents are mosque leaders who were reliable to answer for the mosque organisational effectiveness developments, issues and problems. Personally administered questionnaire and face to face interviews with the 160 respondents resulted in 100 percent questionnaires return in all four time-lines of data collection processes. 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 on results.

This study applied the multigroup confirmatory factor analysis which is a more suitable method for detecting moderator effects (Frazier, Tix & Barron, 2004; Hair, Black, Babin & Anderson, 2010). Typically, consumer behaviour studies are bent towards adopting the technique (Broekhuizen & Broekhuizen, 2009;). Frazier et al. (2004) assert that hierarchical regression analysis sometimes has less power to detect accurate moderator effects.

Essentially, multigroup analysis requires the data to be split into two groups using either the mean or median (Hair et al., 2010) as the cut-off threshold. For this present study, the data are grouped into two datasets which are referred to as high and low groups. The high group is coded with grouping value of "2" which means that the respondents' perception of the moderating variable in question is above the mean whereas the low-group is labeled as "1" which means that their perception as measured by the lowest score Likert scale points is below the mean of the transformational leadership construct. The high and low groups are referred to the grouping variables. Hence, a mean split is used so as to permit each group to have an equal sample size (Hair et al., 2010).

Figure 1: Research Framework



4. FINDINGS

The results of the structural modelling (see Figure 2) revealed that for the direct relationships, 17 out of 24 hypotheses tested were supported whereas the remaining 7 were rejected. There are 17 sub-hypotheses on the transformational leadership as moderator tested on the significant relationships in the conceptual framework (see Figure 1), 5 were supported.

Figure 2: Moderating Effects of Transformational Leadership (tle) on the Seventeen Significant Relationships of the Structural Model

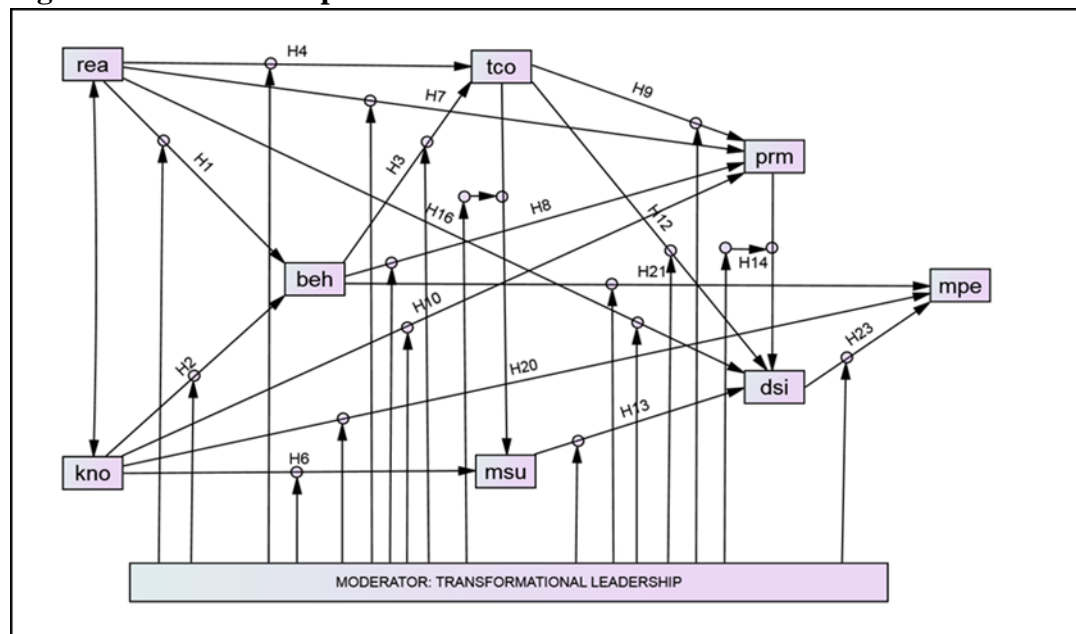


Table 1: Summary of Results for the Moderating Effect of Transformational Leadership (tle) on the Significant Direct Relationships between Constructs

No	Constructs	Constrained		Unconstrained		Difference		Results
		χ^2_c	df _c	χ^2_u	df _u	$\Delta\chi^2$	Δdf	
H _{26a} :	Rea → Beh	3319.725	1673	3319.613	1672	0.112	1	Rejected
H _{26b} :	Kno → Beh	3319.613	1673	3319.613	1672	0.000	1	Rejected
H _{26c} :	Beh → Tco	3322.360	1673	3319.613	1672	2.747	1	Supported
H _{26d} :	Rea → Tco	3320.214	1673	3319.613	1672	0.601	1	Rejected
H _{26e} :	Tco → Msu	3320.261	1673	3319.613	1672	0.648	1	Rejected
H _{26f} :	Kno → Msu	3320.503	1673	3319.613	1672	0.890	1	Rejected
H _{26g} :	Rea → Prm	3319.698	1673	3319.613	1672	0.085	1	Rejected
H _{26h} :	Beh → Prm	3320.220	1673	3319.613	1672	0.607	1	Rejected
H _{26i} :	Tco → Prm	3320.108	1673	3319.613	1672	0.495	1	Rejected
H _{26j} :	Kno → Prm	3319.624	1673	3319.613	1672	0.011	1	Rejected
H _{26k} :	Tco → Dsi	3319.659	1673	3319.613	1672	0.046	1	Rejected
H _{26l} :	Msu → Dsi	3320.6120	1673	3319.613	1672	0.999	1	Rejected
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
H _{26q} :	Dsi → Mpe	3319.995	1673	3319.613	1672	0.382	1	Rejected

Table 2: CMIN Constrained [beh →tco]

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	219	3322.360	1673	0.000	1.986
Saturated model	1892	0.000	0		
Independence model	86	6456.069	1806	0.000	3.575

Table 3: Descriptive Statistics for Transformational Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
lea	160	5.738	5.875	5.835	0.969
Valid N (listwise)	1				

In the first group, transformational leadership (tle) is the moderating variable which is operationalised by a seven-item scale. The following step was to estimate the mean for transformational leadership which is initially denoted as “lea”. The final estimation of transformational leadership (tle) is by grouping the values of “tle” into groups that is high and low. The mean of the value of “lea” was 5.835 as shown in Table 3. In the Table 3 also shows that the value of “lea” which ranges from 1 to 5.738 were designated as “low” and its values

are transformed as “1” whereas those values of “lea” which are from 5.739 to 7 are labelled as “high” and their values are transformed as “2”. Constrained data on maximum score for the “lea” in Table 3 at 5.875.

By performing two-group path analysis as prescribed by Hair et al. (2010), any significant differences in the path coefficients can be determined. To begin with, the testing of the two-group model was to allow all the seventeen significant relationships to be estimated freely in both groups (Hair et al., 2010). The next step was to estimate a second model which has an additional constraint or parameter “a” inserted to the link between the two constructs to which transformational leadership is the moderator. This procedure was performed on one link at a time in which the constraint “a” was set to be equal in both the low and high groups. As prescribed by Hair et al. (2010), the difference in chi-squared ($\Delta\chi^2$) values between the two models are employed in order to determine whether the moderator which is transformational leadership (tle), has a moderating effect on the relationship between the two variables, namely: (i) behaviour (beh) and (ii) technical consultancy (tco). Within the context of H_{26c} , the results of the two models are then compared: (i) one without any constraint (estimated freely), and (ii) the other with the coefficients set to be equal for both groups. The research model which is unconstrained is the same model which is constrained by inserting parameter “a” on the link which is being tested and for H_{26c} , the link is between behaviour (beh) and technical consultancy (tco). The values of $\Delta\chi^2$ and Δdf are estimated by calculating the difference between the values of χ^2 for the constrained and unconstrained model.

Ealier as illustrates in Table 2 the fit results for each model. The difference in CMIN and the degree of freedom (Δdf) are tabulated for each sub-hypothesis. If $\Delta\chi^2$ is more than ± 1.65 at $p = 0.01$ and Δdf is 1, then the moderating effect of transformational leadership (tle) is regarded as significant suggesting that the model with an additional constraint is significantly different. In other words, the two groups’ coefficients differ significantly. Based on the significant difference in the chi-squared values between the two models, it is affirmed that constraining the parameters to be equal between groups produces either a better or worse fit. Therefore, it is established that transformational leadership (tle) moderates the relationship between behaviour (beh) and technical consultancy (tco) as hypothesised by H_{26c} .

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

4.1 In Table 4, the first supported hypothesis denotes that 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 $\Delta df = 1$. It was found that with higher transformational leadership, the behaviour of the trainees is less dependent on the technical consultancy from the trainer. Therefore, it is affirmed that transformational leadership is instrumental in providing inspirational motivation to the trainees to achieve higher level of achievements.

4.2 The second supported hypothesis shows that 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 $\Delta df = 1$. Evidently, with higher transformational leadership, the documented strategic intention is less dependent on the frequency of the peer review meeting. This is attributed to the transformational leadership that instils higher level of trust, vision and commitment to mission within the trainees that they are less dependent on peer review meeting in order to complete the documented strategic intention.

4.3 The third supported hypothesis shows that 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 (χ^2) for Unconstrained at 3319.613, degree of freedom 1972. Status for $\Delta\chi^2 = 6.757$ and $\Delta df = 1$. Arguably, the higher transformational leadership is, the less documented strategic intention dependent on the reaction of the trainees. This is due to the assertion that intellectual stimulation from the leader stimulates the creative nature of the trainees, and encourages them to be innovative, and to become problem-solvers. Hence, the reaction of the trainees after the completion of the training programme is less important with more significant transformational leadership.

4.4 The fourth supported hypothesis denotes 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 at 1672. Whereas, $\Delta\chi^2 = 3.338$ and $\Delta df = 1$. The higher the transformational leadership is, the less management performance is dependent on the knowledge of the trainees. This is due to the individual consideration through which leader exhibits genuine degree of care for the trainees, and provides individualised coaching apart from mentorship towards higher level performance (Lee & Chang, 2006; Northouse, 2007; Leon et al., 2010).

4.5 The fifth supported hypothesis shows that transformational leadership (tle) moderates the relationship between behaviour (beh) and mosque performance (mpe). Calculated status for Constrained CMIN (χ^2) at 3322.336, degree of freedom (df) at 1673, Unconstrained CMIN (χ^2), 3319.613, degree of freedom at 1672. Whereas, $\Delta\chi^2 = 2.723$ and $\Delta df = 1$. The higher the transformational leadership is, the less the management of the mosque is dependent on the behaviour of the trainees. This is due to the argument that prior to the strategic planning training, the trainees must have been nurtured by the transformational leader to be more responsible, committed and more skilful in discharging their duties. Hence, the behaviour of

the trainees is not necessarily attributed to the ability of the trainer to impart knowledge during the training programme.

5. CONCLUSION AND IMPLICATIONS

Based on this present study, it is affirmed that transformational leadership drive is an important moderating factor that influenced greater practises of mosque's syura or collective decisions-making in the peer review meeting which is pivotal to timely implementation of mosque planning. The transformational leadership understands that mosque effective planning is achieved by developing plan of actions which requires a long-term commitment. The transformational leadership gain loyal supporters in implementing mosque programmes and activities. A steering committee was formed to ensure effective and systematic day-to-day running of the mosque and seasonal activities and programmes.

5.1 Behaviour (beh) is significantly related to: (i) technical consultancy (tco) or H₃ (ii) peer review meeting (prm) or H₆, and (iii) Mosque performance (mpe) or H₆. From the standpoint of the respondents who are regarded as practitioners of Mosque management, the leadership of the mosques is viewed as the most vital and being scrutinised by the patrons of the Mosques. A behaviour when it is accepted by the majority will eventually become a culture of the mosque.

5.2 Technical consultancy for this present study was found not significantly related to Mosque management (mpe). The technical consultancy (tco) should therefore be viewed as a process of providing the tacit and procedural knowledge that is required by the practitioners to achieve their objectives on mosque performances. Finally, the contribution of their behaviour (beh) and transformational leadership (tle) skills was found to be significant to their interpersonal skill or human relationships and enhance their ability for effective teamwork technique specifically, 3S transformational leadership motto (survival, security and success), 4H transformational leadership values (managing with heart, head, hand in hand, and healthy) and OSSE transformational leadership teamwork system (objective, standard, systems, and evaluation).

5.3 As similar to Burns' (1978) study, transformational leadership will emerge when leaders and followers complement each other towards a higher morality, motivation and teamwork. Bass and Avolio (1994) argued that transformational leadership is an important factor that contributes to the organisational effectiveness. Transformational leadership is part of the BASO training contents to encourage the mosque leaders to prepare themselves for dealing with the current and future challenges. Transformational leadership was found as the important drive that inspired, empowered and stimulated the mosque leaders for their long term commitment.

5.4 This study results provided the evidence that transformational leadership is the important moderating factor to the intervention of BASO Model strategic planning, training and training follow up sessions towards shaping up the rural community mosque effectiveness. Therefore, the findings on transformational leadership as moderating factor towards mosque

effectiveness is reliable to expand to other rural mosques in particular within the context of Malaysian setting.

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