

**UNIVERSITI TEKNOLOGI MARA**

**BASO MODEL-BASED STRATEGIC  
PLANNING TRAINING IMPACT ON  
RURAL MOSQUE EFFECTIVENESS  
AT FELDA SETTLEMENT  
MALAYSIA**

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## ABSTRACT

The effects of globalisation have resulted in many non-profit organisations (NPOs) especially the rural mosque institutions need to transform and exploring beyond their historical lock-in weather at the national boundaries or global in search of a better organisational effectiveness. Preliminary study in 2015 by FELDA mosque auditor-team showed that mosque functions turn to be less effective. Earlier in 1994, UMMI Foundation under the Prime Minister Office (PMO) study found that mosque functions turn to be less effective and eroded. In 2015 FELDA Management team take an initiative to improve FELDA Settlement mosques effectiveness by used the BASO Model-based strategic planning training intervention on the 160 mosque leaders from four selected mosques. The objectives of this study are to examine the impact of BASO Model-Based Strategic Planning Training (as independent variable) and Training Follow up Sessions (as mediating variable) towards FELDA Mosque effectiveness. This research also examined the effect of transformational leadership as moderating factor towards mosque organisational effectiveness. This present research applied quasi-experimental approach to measure the impact of this intervention towards mosque leaders attitude, knowledge and skills. This longitudinal research consists of four time-line of pre-test and post-test data collection in the total duration of six months. This study findings provide empirical evidence to explained positive or negative impact of this BASO Model-Based Strategic Planning Training intervention. There are six main objectives, six research questions, twenty-four direct relationships tested to support variables used in this study research framework and forty-nine hypotheses analysed in order to achieve the research aims. Data analyses were conducted by a process of multivariate analysis using structural equation modelling (SEM) via AMOS (Analysis of Moment Structures) software package Version 21.0. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed to validate the scales. 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 are nine hypotheses on the mediating variable was supported whereas out of 15 sub-hypotheses on the one moderators tested, 6 were supported. There are 25 hypotheses explained the pre-test and post-test effects or results showed positive significant impact. The results provide evidence that BASO Model-Based Strategic Planning Training, Training Follow up sessions, and Transformational Leadership are the important antecedent towards shaping up the FELDA mosque effectiveness. This study intervention through BASO Model-Based Strategic Planning Training and supported by Follow up Sessions showed evidence that mosque leaders able to produce a comprehensive BASO model-based documented strategic intentions for all four sample mosques. This present study also evaluated six months posttest results on the execution of sample mosques short term action plans. Empirical data explained there were significant contribution of technical consultancy, peer review meetings and management support as mediating factors towards mosque effectiveness. Therefore, this BASO model-based strategic planning training supported by training follow up sessions is reliable to expand to other Rural Mosques in particular within the context of FELDA and Malaysia.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter introduces the background of this present study which is specifically related to the so-called mosque as an establishment that typifies each and every Muslim community throughout the world. At the outset, its brief historical beginning is unraveled where the cubical structure which is referred to as the Kaaba was constructed by Prophet Ibrahim (pbuh), and later Prophet Mohammad (pbuh) built the most sacred mosque that encircles the Kaaba which later became the *Qibla* to all Muslims, seventeen months after the migration of Prophet Mohammad (pbuh) to Medina *Munawarah*.

Apart from the basic functions of a mosque as a premise for performing religious activities, it has become necessary to turn it into a community centre and tourist destination for the economic progress of the community. With the new outlook, the management of the mosque must be equipped with management skills which can be acquired from management training programmes especially for the administrators of the mosque and community leaders which encompass professionals, youth and women. The mosque is also conceived as a learning centre for the community as a whole. In light of the growing number of Muslims throughout the world, the capacity of the mosques has become a major area of concerns to both the Muslim community leaders and the authorities alike.

The diminishing functions of the mosque are attributed to the development of the various government agencies which are assuming the functions of the mosques, and the agencies operate independently and they are not under the jurisdiction of the mosques. As such, there are efforts by various quarters to diversify the present functions of the mosques beyond the daily, weekly or annual prayers. Notably, the emphasis on the mosques as a centre for education is in keeping with the spirit of the mosques in the early days as evidenced by the metamorphosis of Masjid *Nabawi* during Prophet Muhammad's (pbuh) era which witnessed the growth of seven hundred *Salafus Solih* (full-time Islamic Scholars). In addition, according to M. Guruba (2014) study, the 'Al-Azhar University founded by the Fatimids in 970 AD. It is the very first Islamic *Madrassa* itself is the center of Islamic learning which has remained unchanged since the medieval time. In 1961, according to Al-Azhar University's legislative law No. 103 new colleges of applied sciences, such as the