

Document details

[< Back to results](#) | 1 of 1[Export](#) [Download](#) [Print](#) [E-mail](#) [Save to PDF](#) [Add to List](#) [More... >](#)[Full Text](#) [View at Publisher](#)International Journal of Leadership in Education
Volume 21, Issue 4, 4 July 2018, Pages 427-446

Principal change leadership competencies and teacher attitudes toward change: the mediating effects of teacher change beliefs (Article)

Mei Kin, T.^a [✉](#), Abdull Kareem, O.^a, Nordin, M.S.^b, Wai Bing, K.^a [👤](#)^aDepartment of Education Management, Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjong Malim, Malaysia^bInstitute of Education, International Islamic University Malaysia, Kuala Lumpur, Malaysia

Abstract

[View references \(89\)](#)

This study investigates the relationship between Principal Change Leadership Competencies, Teacher Change Beliefs and Teacher Attitudes toward Change. A total of 936 teachers from 47 High Performing Secondary Schools in Malaysia completed the survey. Structural equation modelling was applied to test the models. Firstly, the results showed that Principal Change Leadership Competencies was significantly related to Teacher Change Beliefs and implied that if school principals equipped themselves with sufficient Principal Change Leadership Competencies, Teacher Change Beliefs can certainly be enhanced. Secondly, Teacher Change Beliefs was significantly related to Teacher Attitudes toward Change whereby the stronger the Teacher Change Beliefs, the greater the enhancement of Teacher Attitudes toward Change. Thirdly, Teacher Change Beliefs was indeed a total mediator in the relationship of Principal Change Leadership Competencies and Teacher Attitudes toward Change. Put simply, via Teacher Change Beliefs, the impact of Principal Change Leadership Competencies on Teacher Attitudes toward Change was relatively strong as Teacher Change Beliefs greatly facilitated the influence of Principal Change Leadership Competencies on Teacher Attitudes toward Change. Thus, in-depth enhancing Teacher Change Beliefs is one of the effective ways to increase the likelihood of teachers to embrace change. Fourthly, Principal Change Leadership Competencies was more influential than teachers' self-influence in enhancing Teacher Attitudes toward Change. Therefore, concerted effort must be given to prioritize the continuous development of principal change leadership in effective change management. The study encourages a fresh look at change leadership development and ultimately alters the traditional approach of school principals in managing change. © 2017 Informa UK Limited, trading as Taylor & Francis Group.

ISSN: 13603124

Source Type: Journal

Original language: English

DOI: 10.1080/13603124.2016.1272719

Document Type: Article

Publisher: Routledge

References (89)

[View in search results format >](#) All [Export](#) [Print](#) [E-mail](#) [Save to PDF](#) [Create bibliography](#)

View all 89 references

-
- 1 Ahmad, A.R., Salleh, M.J., Awang, M.M., Mohamad, N.A.

Investigating best practice and effectiveness of leadership wisdom among principals of excellent secondary school Malaysia: Perceptions of senior assistants

(2013) *International Education Studies*, 6 (8), pp. 38-46. Cited 2 times.
<http://ccsenet.org/journal/index.php/ies/article/download/29013/17306>
doi: 10.5539/ies.v6n8p38[View at Publisher](#)Metrics [?](#)

0 Citations in Scopus

0 Field-Weighted
Citation ImpactPlumX Metrics [v](#)Usage, Captures, Mentions,
Social Media and Citations
beyond Scopus.

Cited by 0 documents

Inform me when this document
is cited in Scopus:[Set citation alert >](#)[Set citation feed >](#)

Related documents

Teacher change beliefs:
Validating a scale with structural
equation modellingKin, T.M., Abdull Kareem, O.,
Nordin, M.S.
(2015) *School Leadership and
Management*Libraries, consortia, and change
managementHirshon, A.
(1999) *Journal of Academic
Librarianship*Individual and school-level
determinants of teacher change
beliefs: A study in Malaysian high
performing secondary school
Malaysia:
Kin, T.M., Kareem, O.A.
(2016) *International Journal of
Management in Education*[View all related documents based
on references](#)[Find more related documents in
Scopus based on:](#)[Authors >](#)

2 Ainscow, M., Beresford, J., Harris, A., Hopkins, D., Southworth, G., West, M.
(2012) *Creating the conditions for school improvement: A handbook of staff development activities*. Cited 5 times.
New York, NY: Routledge

3 Anghelache, V., Bențea, C.C.
Educational changes and teachers' attitude towards change ([Open Access](#))

(2012) *Procedia - Social and Behavioral Sciences*, 33, pp. 593-597.
doi: 10.1016/j.sbspro.2012.01.190

[View at Publisher](#)

4 Anthony, S., Said, H., Mohamad, I., Mokhtar, M.
Self-Efficacy Belief as a Practical and Parsimonious Evaluation Criterion in School Leadership Training

(2015) *Mediterranean Journal of Social Sciences*, 6 (1S1), pp. 20-29. Cited 3 times.
<http://mcser.org/journal/index.php/mjss/article/download/5504/5308>
doi: 10.5901/mjss.2015.v6n1s1p20

[View at Publisher](#)

5 Armenakis, A.A., Bernerth, J.B., Pitts, J.P., Walker, H.J.
Organizational change recipients' beliefs scale: Development of an assessment instrument

(2007) *Journal of Applied Behavioral Science*, 43 (4), pp. 481-505. Cited 114 times.
doi: 10.1177/0021886307303654

[View at Publisher](#)

6 Awang, Z.
(2012) *A handbook on structural equation modelling: SEM using AMOS graphic*. Cited 31 times.
5th ed., Kota Baru: Universiti Teknologi Mara Kelantan

7 Babbie, E.
(1990) *Survey research methods*. Cited 1329 times.
2nd ed., Belmont, CA: Wadsworth

8 Bandura, A.
(1986) *Social foundations of thought and action: A social cognitive theory*. Cited 21079 times.
Englewood Cliffs, NJ: Prentice Hall

9 Bandura, A.
Perceived Self-Efficacy in Cognitive Development and Functioning

(1993) *Educational Psychologist*, 28 (2), pp. 117-148. Cited 1728 times.
doi: 10.1207/s15326985ep2802_3

[View at Publisher](#)

10 Bernal, E.
Designing transformational leadership development programmes
(2009) *Business Leadership Review*, 6 (6), pp. 1-17. Cited 4 times.

- 11 Boak, G., Coolican, D.
Competencies for retail leadership: Accurate, acceptable, affordable
(2001) *Leadership & Organization Development Journal*, 22 (5), pp. 212-220. Cited 14 times.
doi: 10.1108/EUM0000000005675
[View at Publisher](#)
-
- 12 Bonder, A.
(2003) *A blueprint for the future: Competency-based management in HRDC*. Cited 3 times.
HRDC, Canada: Unpublished presentation
-
- 13 Boyatsis, R.E.
(1982) *The competent manager: A model of effective performance*. Cited 1251 times.
New York, NY: Wiley
-
- 14 Bueno, C., Tubbs, S.
Identifying global leadership competencies: An exploratory study
(2005) *The Journal of American Academy of Business*, 5, pp. 80-87. Cited 30 times.
-
- 15 Bush, T.
Educational leadership and management: Theory, policy, and practice
(2007) *South African Journal of Education*, 27, pp. 391-406. Cited 62 times.
-
- 16 Byrne, B.M.
(2001) *Structural equation modeling with AMOS: Basic concepts, applications, and programming*. Cited 6233 times.
Mahwah, NJ: Erlbaum
-
- 17 Cairns, M.
Competency theory leadership
(2000) *The influence of leadership role competencies on organization change outcome in the manufacturing industry in South Africa*, pp. 45-52.
Smit H.B., Carstens L., (eds), In, (Eds. Retrieved from
<http://www.sajhrm.co.za/index.php/sajhrm/article/download/16/16>
-
- 18 Caporarello, L., Viachka, A.
(2010) *Individual readiness for change in the context of enterprise resource planning systems implementation*. Cited 2 times.
Retrieved from
<http://aisel.aisnet.org/amcis2010/419>
-
- 19 Chan, S.S.
(2002) *How does principal's leadership influence teachers' beliefs? Case study of a secondary school in Hong Kong (Unpublished master's thesis)*
The University of Hong Kong, Hong Kong
-
- 20 Childs-Bowen, D., Moller, G., Scrivner, J.
Principals: Leaders of Leaders
(2000) *NASSP Bulletin*, 84 (616), pp. 27-34. Cited 31 times.
doi: 10.1177/019263650008461606
[View at Publisher](#)
-

-
- 21 Conger, C.L., Kanungo, R.N.
(1998) *Charismatic leadership in organizations*. Cited 777 times.
Thousand Oaks, CA: Sage
-
- 22 Crawford, L.H.
Assessing and developing project management competence
(2003) *People in project management*, pp. 23-47.
Turner J.R., (ed), Aldershot: Gower, In, (Ed
-
- 23 de Vaus, D.A.
(1995) *Surveys in school research*
Sydney: Allen & Unwin
-
- 24 Demir, K.
Transformational leadership and collective efficacy: The moderating roles of collaborative culture and teachers' self-efficacy
(2008) *Egitim Arastirmalari - Eurasian Journal of Educational Research*, (33), pp. 93-112. Cited 22 times.
-
- 25 Duffy, F.
(2009) *Change leadership competencies*
(Part 2). Retrieved from
<http://cnx.org/content/m19578/1.4/>
-
- 26 Dunham, R.B., Grube, J.A., Gardner, D.G., Cummings, L.L., Pierce, J.L.
(1989) *The development of an attitude toward change instrument*. Cited 19 times.
Strategic Management Research Center, University of Minnesota, Minneapolis, &. Unpublished discussion paper 124
-
- 27 El-Farra, M.M., Badawi, M.B.
Employee attitudes toward organizational change in the coastal municipalities water utility in the Gaza Strip
(2012) *EuroMed Journal of Business*, 7 (2), pp. 161-184. Cited 6 times.
<http://info.emeraldinsight.com/products/journals/journals.htm?PHPSSESSID=njvh8bkj0l56m2rb98sta20to2&PHPSSESSID=njvh8bkj0l56m2rb98sta20to2&id=emjb>
doi: 10.1108/14502191211245598

View at Publisher
-
- 28 Eslami, Z.R., Fatahi, A.
Teachers' sense of self-efficacy, English proficiency, and instructional strategies: A study of non-native EFL teachers in Iran
(2008) *TESL-EJ*, 11 (4), pp. 1-19.
-
- 29 Field, A.
(2005) *Discovering statistics using SPSS*. Cited 12381 times.
2nd ed., London: Sage
-
- 30 Fishbein, M., Ajzen, I.
(2010) *Predicting and changing behaviour: The reasoned action approach*. Cited 1557 times.
New York, NY: Psychology Press
-

- 31 Fisler, J.L., Firestone, W.A.
Teacher learning in a school-university partnership: Exploring the role of social trust and teaching efficacy beliefs
(2006) *Teachers College Record*, 108 (6), pp. 1155-1185. Cited 22 times.
doi: 10.1111/j.1467-9620.2006.00689.x
[View at Publisher](#)
-
- 32 Ford, M.E.
(1992) *Motivating humans: Goals, emotions and personal agency beliefs*. Cited 548 times.
Newbury Park, CA: Sage
-
- 33 Fowler, F.J.
(2009) *Survey research methods*. Cited 2256 times.
4th ed., Newbury Park, CA: Sage
-
- 34 Fullan, M.
(2007) *The new meaning of educational change*. Cited 4416 times.
4th ed., New York, NY: Teachers College Press
-
- 35 Giannakaki, M.S., Belikaidi, E.
(2012) *Individual and school-level determinants of teachers' attitudes towards change: A multilevel analysis in the context of Greek primary schools*
Retrieved from
http://www.cceam2012.com/presentation_pdf139.pdf
-
- 36 Grinin, L.
The role of an individual in history: A re-consideration
(2010) *Social Evolution and History*, 9, pp. 95-136. Cited 5 times.
-
- 37 Hair, J.F., Anderson, R.E., Tatham, R.L., Black, W.C.
(2006) *Multivariate data analysis*. Cited 38433 times.
5th ed., New Jersey, NJ: Prentice Hall
-
- 38 Hall, G.E., Hord, S.
(2011) *Implementing change: Patterns, principles, and potholes*. Cited 458 times.
3rd ed., Boston, MA: Pearson
-
- 39 Hallinger, P., Heck, R.
Next generation methods for the study of leadership and school improvement
(1999) *Handbook of research on educational administration*, pp. 141-162. Cited 86 times.
Murphy J., Louis K.S., (eds), 2nd ed., San Francisco, CA: Jossey-Bass, &. In, (Eds
-
- 40 Hallinger, P., Heck, R.
What do you call people with visions? The role of vision, mission, and goals in school leadership and improvement
(2002) *Second international handbook of educational leadership and administration*, pp. 9-40. Cited 61 times.
Leithwood K., Hallinger P., (eds), Dordrecht: Kluwer, &. In, (Eds
-

- 41 Harris, S.G., Cole, M.S.
A stages of change perspective on managers' motivation to learn in a leadership development context

(2007) *Journal of Organizational Change Management*, 20 (6), pp. 774-793. Cited 23 times.
doi: 10.1108/09534810710831019

[View at Publisher](#)

- 42 Hayes, J.
(2010) *The theory and practice of change management*. Cited 168 times.
3rd ed., New York, NY: Palgrave Macmillan

- 43 Higgs, M.J., Rowland, D.
Building change leadership capability: 'The quest for change competence'
(2000) *Journal of Change Management*, 1, pp. 116-130. Cited 61 times.

- 44 Holt, D.T., Armenakis, A.A., Feild, H.S., Harris, S.G.
Readiness for organizational change: The systematic development of a scale

(2007) *Journal of Applied Behavioral Science*, 43 (2), pp. 232-255. Cited 251 times.
doi: 10.1177/0021886306295295

[View at Publisher](#)

- 45 Humayun, R.
(2008) *The impact of change message on the commitment to a change: An analysis of IT professionals in India and Malaysia (Unpublished doctoral dissertation)*. Cited 2 times.
Cleveland, OH: Case Western Reserve University

- 46 Jones, M., Adams, D., Hwee Joo, M.T., Muniandy, V., Perera, C.J., Harris, A.
Contemporary challenges and changes: principals' leadership practices in Malaysia

(2015) *Asia Pacific Journal of Education*, 35 (3), pp. 353-365. Cited 6 times.
<http://www.tandf.co.uk/journals/titles/02188791.asp>
doi: 10.1080/02188791.2015.1056591

[View at Publisher](#)

- 47 Juechter, W.M., Fisher, C., Alford, R.J.
Five conditions for high-performance cultures

(1998) *T and D*, 52 (5), p. 63. Cited 26 times.

- 48 Kline, R.B.
(2011) *Principles and practice of structural equation modeling*. Cited 19131 times.
3rd ed., New York, NY: Guilford

- 49 Kotter, J.P.
(1999) *Leading change*. Cited 2502 times.
Boston, MA: Harvard Business School Press
-

- 50 Kursunoglu, A., Tanriogen, A.
The relationship between teachers' perceptions towards instructional leadership behaviors of their principals and teachers' attitudes towards change ([Open Access](#))
(2009) *Procedia - Social and Behavioral Sciences*, 1 (1), pp. 252-258. Cited 11 times.
doi: 10.1016/j.sbspro.2009.01.046
[View at Publisher](#)
-
- 51 Lakowski, G.
Organizational change, leadership and learning: Culture as cognitive process
(2001) *International Journal of Educational Management*, 15 (2), pp. 68-77. Cited 38 times.
<http://www.emeraldinsight.com/info/journals/ijem/ijem.jsp>
doi: 10.1108/09513540110383791
[View at Publisher](#)
-
- 52 Leithwood, K.
The move to transform leadership
(1992) *Educational Leadership*, 49, pp. 8-12. Cited 205 times.
-
- 53 Leithwood, K., Menzies, T., Jantzi, D., Leithwood, J.
School restructuring, transformational leadership and the amelioration of teacher burnout
(1996) *Anxiety, Stress and Coping*, 9 (3), pp. 199-215. Cited 31 times.
<http://www.tandf.co.uk/journals/titles/10615806.html>
doi: 10.1080/10615809608249402
[View at Publisher](#)
-
- 54 Leithwood, K., Jantzi, D.
Transformational school leadership for large-scale reform: Effects on students, teachers, and their classroom practices
(2006) *School Effectiveness and School Improvement*, 17 (2), pp. 201-227. Cited 154 times.
doi: 10.1080/09243450600565829
[View at Publisher](#)
-
- 55 Leithwood, K., Jantzi, D., Earl, L., Watson, N., Levin, B., Fullan, M.
Strategic leadership for large-scale reform: The case of England's national literacy and numeracy strategy
(2004) *School Leadership and Management*, 24 (1), pp. 57-79. Cited 51 times.
doi: 10.1080/1363243042000172822
[View at Publisher](#)
-
- 56 Leithwood, K., Seashore Louis, K.
(2012) *Linking leadership to student learning*. Cited 70 times.
San Francisco, CA: Jossey-Bass
-
- 57 Lewin, K.
Group decisions and social change
(1958) *Readings in social psychology*, pp. 62-73. Cited 935 times.
Swanson G.E., Newcomb T.M., Hartley E.L., (eds), New York, NY: Holt, Rinehart & Winston., In, (Eds
-

- 58 MacNeil, A.J., Prater, D.L., Busch, S.
The effects of school culture and climate on student achievement
(2009) *International Journal of Leadership in Education*, 12 (1), pp. 73-84. Cited 111 times.
doi: 10.1080/13603120701576241
View at Publisher
-
- 59 Magno, C.
(2005) *The role of meta cognitive regulation and learning approach on achievement and its effect on academic self efficacy*
Paper presented at the Annual Psychological Association of the Philippines, Baguio, Philippines
-
- 60 (2010) *School performance development program*
Kuala Lumpur: Author
-
- 61 (2013) *Malaysia education blueprint 2013–2025*. Cited 81 times.
Putrajaya: Author
-
- 62 Nilakant, V., Ramnarayan, S.
(2006) *Change management: Altering mindset in a global context*. Cited 19 times.
New Delhi: Response Books
-
- 63 Onafowora, L.L.
Teacher efficacy issues in the practice of novice teachers
(2005) *Educational Research Quarterly*, 28, pp. 34-44. Cited 33 times.
-
- 64 Oplatka, I.
School change and self renewal: Some reflections from life stories of women principals
(2003) *Journal of Educational Change*, 4, pp. 25-43. Cited 17 times.
-
- 65 Oplatka, I.
A call to adopt the concept of responsible leadership in our schools: some insights from the business literature
(2017) *International Journal of Leadership in Education*, 20 (4), pp. 517-524.
<http://www.tandf.co.uk/journals/titles/13603124.asp>
doi: 10.1080/13603124.2016.1186846
View at Publisher
-
- 66 Oreg, S., Berson, Y.
Leadership and employees' reactions to change: The role of leaders' personal attributes and transformational leadership style
(2011) *Personnel Psychology*, 64 (3), pp. 627-659. Cited 54 times.
doi: 10.1111/j.1744-6570.2011.01221.x
View at Publisher
-
- 67 Pare, G., Sicotte, C., Poba-Nzaou, P.
Perceived organizational readiness for IT-based change and its antecedents: An exploratory study in the healthcare sector
(2010) *Proceedings of the Americas Conference on Information Systems (AMCIS)*, 390, pp. 137-151.
Retrieved from
<http://aisel.aisnet.org/amcis2010/390>

- 68 Patton, M.Q.
(2002) *Qualitative evaluation and research methods*. Cited 30865 times.
2nd ed., Newbury Park, CA: Sage
-
- 69 Rosnarizah, A.H., Amin, S., Abdul Razak, M.
(2009) *Innovation in educational management and leadership: High impact competency for Malaysian school leaders*
Retrieved from
<http://www.seameo.org/vl/library/dl/welcome/projects/jasper/./FullPaper.pdf>
-
- 70 Ross, J.A., Gray, P.
School leadership and student achievement: The mediating effects of teacher beliefs

(2006) *Canadian Journal of Education*, 29 (3), pp. 798-822. Cited 60 times.
<http://www.csse.ca/CJE/Articles/FullText/CJE29-3/CJE29-3-Ross&Gray.pdf>

View at Publisher
-
- 71 Sabatés, L.A., Capdevila, J.M.
Contributions from attitude change theory on the conceptual relation between attitudes and competencies

(2010) *Electronic Journal of Research in Educational Psychology*, 8 (22), pp. 1283-1302. Cited 2 times.
http://www.investigacion-psicopedagogica.com/revista/articulos/22/english/Art_22_465.pdf
-
- 72 Sarafidou, J.-O., Nikolaidis, D.I.
School leadership and teachers' attitudes towards school change: The case of high schools in Greece

(2009) *International Journal of Learning*, 16 (8), pp. 431-440. Cited 2 times.
http://ijl.cgpublisher.com/product/pub.30/prod.2348/m.2/fid=713760/L09_20267_SchoolLeadershipandTeachersAttitudestowardsSchoolChange_final.pdf?
-
- 73 Schumacker, R.E., Lomax, R.G.
(2010) *A beginner's guide to structural equation modeling*. Cited 3161 times.
3rd ed., Mahwah, NJ: Erlbaum
-
- 74 Sentočnik, S., Sales, G.C., Richardson, J.W.
Educational reform in Georgia: recommendations for building leadership capacity as a critical success factor for instructional change

(2016) *International Journal of Leadership in Education*, pp. 1-18.
<http://www.tandf.co.uk/journals/titles/13603124.asp>
doi: 10.1080/13603124.2016.1224931

View at Publisher
-
- 75 Smit, H.B.
(2003) *The influence of leadership role competences on organizational change outcome in the manufacturing industry in South Africa (Unpublished doctoral dissertation)*
Johannesburg: Rand Afrikaans University, Johannesburg
-
- 76 Smollan, R.K.
Minds, hearts and deeds: Cognitive, affective and behavioural responses to change

(2006) *Journal of Change Management*, 6 (2), pp. 143-158. Cited 46 times.
<http://www.tandfonline.com/loi/rjcm20>
doi: 10.1080/14697010600725400

View at Publisher
-

□ 77 Streiner, D.L.
Figuring out factors: The use and misuse of factor analysis
(1994) *Canadian Journal of Psychiatry*, 39 (3), pp. 135-140. Cited 222 times.
doi: 10.1177/070674379403900303
[View at Publisher](#)

□ 78 Steiner, L., Hassel, E.A.
(2011) *Using competencies to improve school turnaround principal success*. Cited 3 times.
Chapel Hill, NC: Public Impact

□ 79 Tai, M.K.
(2013) *Modelling of principal change leadership competencies and its relationship with teacher change beliefs and teacher attitudes toward change* (Unpublished doctoral dissertation). Cited 2 times.
Tanjong Malim, Perak: Universiti Pendidikan Sultan Idris

□ 80 Tai, M.K., Omar, A.K., Mohamad Sahari, N., Khuan, W.B.
The development of principal change leadership competency model: A structural equation modelling (SEM) approach
(2014) *International Studies in Educational Administration*, 42, pp. 3-44. Cited 6 times.

🔍 Mei Kin, T.; Department of Education Management, Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjong Malim, Malaysia; email:taimeikin@fpe.upsi.edu.my

© Copyright 2018 Elsevier B.V., All rights reserved.

[< Back to results](#) | 1 of 1

[^ Top of page](#)

About Scopus

[What is Scopus](#)
[Content coverage](#)
[Scopus blog](#)
[Scopus API](#)
[Privacy matters](#)

Language

[日本語に切り替える](#)
[切换到简体中文](#)
[切换到繁體中文](#)
[Русский язык](#)

Customer Service

[Help](#)
[Contact us](#)

ELSEVIER

[Terms and conditions](#) [Privacy policy](#)

Copyright © 2018 Elsevier B.V. All rights reserved. Scopus® is a registered trademark of Elsevier B.V.

Cookies are set by this site. To decline them or learn more, visit our [Cookies page](#).

 RELX Group™