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

By: Kin, TM (Kin, Tai Mei) [1]; Kareem, OA (Kareem, Omar Abdul) [1]; Nordin, MS (Nordin, Mohamad Sahar) [2]; Bing, KW (Bing, Khuan Wai) [1]

INTERNATIONAL JOURNAL OF LEADERSHIP IN EDUCATION
Volume: 21 Issue: 4 Pages: 427-446
DOI: 10.1080/13603124.2016.1272719
Published: 2018
Document Type: Article

Abstract
This study investigates the relationship between Principal Change Leadership Competencies, Teacher Change Beliefs and Teacher Attitudes toward Change. A total of 386 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.

Keywords
Keyword Plus: TRANSFORMATIONAL LEADERSHIP; EFFICACY BELIEFS; SELF-EFFICACY

Author Information
Reprint Address: Kin, TM (reprint author)

Addresses:
[1] Univ Pendidikan Sultan Idris, Fac Econ & Management, Dept Educ Management, Tanjong Malim, Malaysia

E-mail Addresses: taimelkin@ipe.upsi.edu.my

Publisher
TAYLOR & FRANCIS LTD, 2-4 PARK SQUARE, MILTON PARK, ABINGDON OR14 4RN, OXON, ENGLAND

Categories / Classification
Research Areas: Education & Educational Research
Web of Science Categories: Education & Educational Research

See more data fields
| Cited References: 89 |
| Showing 30 of 89 | View All in Cited References page |

1. Investigating best practice and effectiveness of leadership wisdom among principals of excellent secondary school Malaysia: Perceptions of senior assistants  
   By: Ahmad, A. R.; Salleh, M. J.; Awang, M. M.; et al.  
   International Education Studies Volume: 6 Issue: 8 Pages: 38 Published: 2013  
   [Show additional data]  
   Times Cited: 2

2. Educational changes and teachers’ attitudes towards change  
   By: Anghelachea, V.; Bentea, C. C.  
   Social and Behavioral Sciences Volume: 33 Pages: 593-597 Published: 2012  
   [Show additional data]  
   Times Cited: 1

3. Self-efficacy belief as a practical and parsimonious evaluation criterion in school leadership training  
   By: Anthony, S.; Said, H.; Mohamad, I.; et al.  
   Mediterranean Journal of Social Sciences Volume: 6 Issue: 1 Pages: 20 Published: 2015  
   [Show additional data]  
   Times Cited: 3

4. Organisational change recipients’ beliefs scale  
   By: Armenakis, A.; Bernerth, J.; Pitts, J.; et al.  
   [Show additional data]  
   Times Cited: 92

5. Contributions from Attitude Change Theory on the Conceptual Relation between Attitudes and Competencies  
   By: Arnau Sabates, L.; Montane Capdevila, J.  
   Electronic Journal of Research in Educational Psychology Volume: 8 Issue: 3 Pages: 1283-1302 Published: 2010  
   URL: http://repository.uv.es/bitstream/handle/10385/920/Art_22_465_eng  
   Times Cited: 3

6. Title: [not available]  
   By: Awang, Z.  
   HDB STRUCTURAL EQUAT Published: 2012  
   Publisher: MPWS Publication Sdn Bhd, Bangi  
   Times Cited: 4

7. Title: [not available]  
   By: Babbie, E.R.  
   Survey research methods Published: 1990  
   Publisher: Wadsworth, Belmont USA  
   Times Cited: 579

8. PERCEIVED SELF-EFFICACY IN COGNITIVE-DEVELOPMENT AND FUNCTIONING  
   By: BANDURA, A  
   EDUCAUTIONAL PSYCHOLOGIST Volume: 28 Issue: 2 Pages: 117-148 Published: SPR 1993  
   Times Cited: 1,682

9. Title: [not available]  
   By: Bandura, A.  
   Social foundations of thought and actions Published: 1986  
   Publisher: Prentice Hall, Englewood Cliffs, NJ  
   Times Cited: 16,101

10. Title: [not available]  
    By: Bernal, E.  
    Business Leadership Review Volume: 6 Issue: 6 Pages: 1-17 Published: 2003  
    Times Cited: 2
12. Competencies for Retail Leadership: Accurate, Acceptable, Affordable
   By: Beak, G.; Coolican, D.
   Leadership & Organization Development Journal Volume: 22 Issue: 5 Pages: 212-220 Published: 2001
   Times Cited: 7

13. Title: [not available]
   By: Bander, A.
   A blueprint for the future: Competency-based management in HRDC Published: 2003
   Unpublished presentation
   Publisher: HRDC, Canada
   Times Cited: 2

14. Title: [not available]
   By: Boyatisis, R. E.
   The competent manager: A model of effective performance Published: 1982
   Publisher: Wiley, New York, NY
   Times Cited: 4

15. Identifying Global Leadership Competencies: An Exploratory Study
   By: Bueno, C.; Tubbs, S.
   The Journal of American Academy of Business Volume: 5 Issue: 1 Pages: 80-87 Published: 2005
   Times Cited: 2

16. Educational leadership and management: theory, policy, and practice
   By: Bush, Tony
   SOUTH AFRICAN JOURNAL OF EDUCATION Volume: 27 Issue: 3 Pages: 391-406 Published: AUG 2007
   Times Cited: 68

17. Title: [not available]
   By: Byrne, BM.
   Structural Equation Modeling with AMOS, Basic Concepts, Applications and Programming Published: 2001
   Publisher: Lawrence Erlbaum Associates Inc., Publishers, Mahwah, New Jersey
   Times Cited: 4,380

18. Competency theory leadership
   By: Cairns, M.
   The influence of leadership role competencies on organization change outcome in the manufacturing industry in South Africa Pages: 45-52 Published: 2000
   URL: http://www.sajhrm.co.za/index.php/sajhrm/article/download/16/16
   Times Cited: 2

19. Title: [not available]
   By: Caporarello, L.; Vlaichka, A.
   Individual readiness for change in the context of enterprise resource planning systems implementation Published: 2010
   Retrieved from
   URL: http://asisaisnet.org/amcis2010/419
   Times Cited: 2

20. How does principal's leadership influence teachers' beliefs? Case study of a secondary school in Hong Kong
   By: Chan, S. S.
   THESIS Published: 2002
   Unpublished master's thesis
   Publisher: The University of Hong Kong, Hong Kong
   Times Cited: 2

21. Principals: Leaders of Leaders
   By: Childs-Bowen, D.; Moller, G.; Scrivner, J.
   NASSP B Volume: 84 Issue: 616 Pages: 27-34 Published: 2000
   Times Cited: 28

22. Title: [not available]
   By: Conger, C. L.; Kanungo, R. N.
   Charismatic leadership in organizations Published: 1998
   Publisher: Sage, Thousand Oaks, CA
   Times Cited: 6

23. Assessing and developing project management competence
   By: Crawford, L. H.
   People in project management Pages: 23-47 Published: 2003
   Publisher: Gower, Aldershot
   Times Cited: 1
24. Title: [not available]  
By: de Vaus, D. A.  
Surveys in school research  
Published: 1995  
Publisher: Allen & Unwin, Sydney

25. **Transformational Leadership and Collective Efficacy: The Moderating Roles of Collaborative Culture and Teachers’ Self-Efficacy**  
By: Demir, Kamile  
EGITIM ARASTIRMALARI-EURASIAN JOURNAL OF EDUCATIONAL RESEARCH  
Volume: 8  
Issue: 33  
Pages: 93-112  
Published: 2008

26. Title: [not available]  
By: Duffy, F.  
Change leadership competencies (Part 2)  
Published: 2003  
Retrieved from URL: http://cnx.org/content/m19578/1.4/

27. **The development of an attitude toward change instrument**  
By: Dunham, R.B.; Grube, J.A.; Gardner, D.G.; et al.  
discussion paper 124  
Published: 1989  
Unpublished  
Publisher: Strategic Management Research Center, University of Minnesota, Minneapolis

28. **Employee attitudes toward organizational change in the Coastal Municipalities Water Utility in the Gaza Strip**  
By: El-Farra, Majed M.; Badawi, Mohammed B.  
EUROMED JOURNAL OF BUSINESS  
Volume: 7  
Issue: 2  
Pages: 161-184  
Published: 2012

29. Title: [not available]  
By: ESLAMI ZR  
TEACHING ENGLISH 2 F  
Volume: 11  
Pages: 1  
Published: 2008

30. Title: [not available]  
By: Field, A.  
Discovering statistics using SPSS  
Published: 2005  
Publisher: SAGE, London, England

Showing 30 of 89  
View All in Cited References page