

Influence of Directors' Transformational Leadership on Teachers' Self-Efficacy and Job Performance in Cambodian High Schools

Sereyrath Em¹, Sarom Mok², Rany Sam³

Corresponding author email: sereyrathem.edu@gmail.com

^{1,2} The University of Cambodia (UC), Phnom Penh, Cambodia

³ National University of Battambang (NUBB), Battambang, Cambodia

Background

Transformational leadership positively influences teachers' self-efficacy and job performance by inspiring and empowering teachers through key leadership behaviors like idealized influence, intellectual stimulation, and individual consideration (Adesti et al., 2023). These leadership qualities enhance teachers' confidence in their instructional strategies, classroom management, and ability to engage students (Lin et al., 2022). As a result, teachers' self-efficacy acts as a mediator between transformational leadership and job performance, fostering improved teaching outcomes and overall effectiveness in the classroom (Boberg & Bourgeois, 2016; Gkolia et al., 2018).

Materials and Methods

The current study employs a correlational design (Hair et al., 2021), and the sample was collected through a questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. 639 high school teachers were selected to participate in the study by using multiple-stage sampling techniques, including clustering and many stages of simple random sampling. The data were analysed in many stages, including normal distribution tests, Pearson's correlations between variables, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), Eigenvalue, parallel analysis, structural equation modelling (SEM), and bootstrap. The data analysis tools were SPSS, JASP, and JAMOVI.

Results

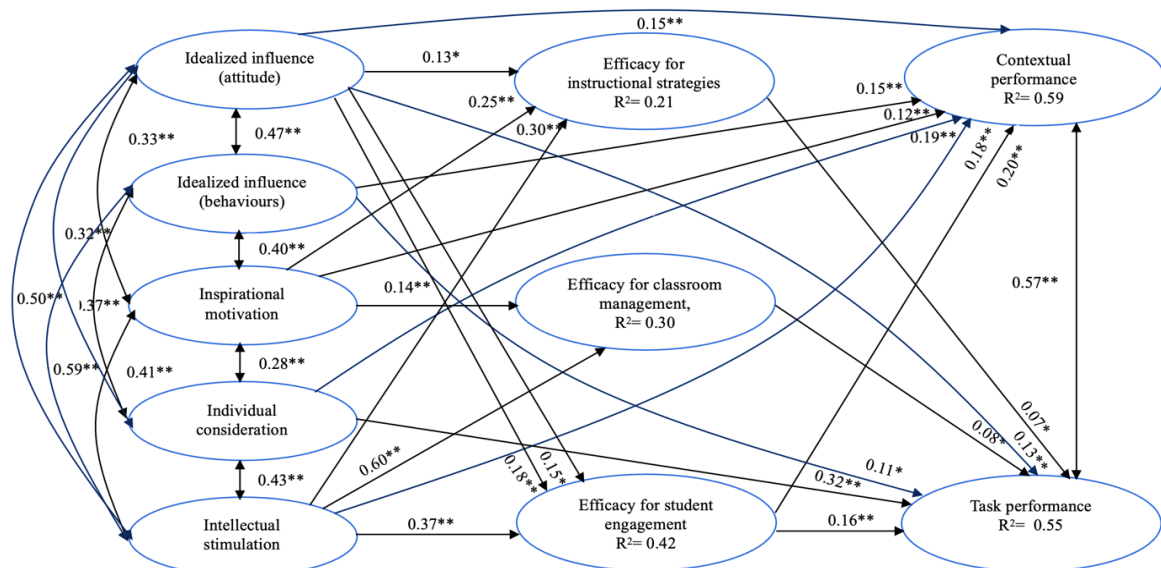


Figure 1. Influences of Directors' Transformational Leadership on Other Variables

The results highlight the significant direct effects of directors' transformational leadership dimensions on teachers' self-efficacy and job performance. Idealized influence attitude

positively predicts efficacy for instructional strategy and student engagement, while intellectual stimulation strongly predicts efficacy for classroom management. Teachers' self-efficacy acts as a mediator between directors' transformational leadership and job performance, with efficacy for student engagement emerging as an effective moderator between idealized influence and job performance outcomes. These results emphasize the pivotal role of directors' transformational leadership and self-efficacy in enhancing teachers' contextual and task performance.

Conclusions and Recommendations

The research underscores the crucial impact of directors' transformational leadership on improving teachers' self-efficacy and work performance. Leadership attributes, including idealized influence and intellectual stimulation, were significant predictors of teachers' efficacy in instructional practices and classroom management. Self-efficacy, especially regarding student participation, functioned as both a mediator and a moderator, highlighting the significance of leadership in enhancing educational results. School directors are advised to enhance their transformational leadership competencies to improve teachers' performance and efficacy.

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Link to the publication: <https://bmcproc.biomedcentral.com/articles/10.1186/s12919-025-00325-5/figures/17>

Likewise, unsustainable production and consumption paradigms are intimately linked to the mishandling of plastic materials, which has become a growing global environmental concern and in order to address and mitigate the globalized and complex issues brought about by high rates and volumes of plastic waste generation, the ecological, social, and economic effects of improper management of plastic waste are currently transboundary in nature. This has made the implementation of various forms of government intervention necessary (Diggle, and Walker, 2022). And according to Gutberlet, (2023) plastic pollution is becoming more widely acknowledged as a serious hazard to the environment and human health that is unprecedented in its scope and complexity. Even though plastic production and consumption trends are still increasing, the consequences of uncollected, improperly managed, disposed of, or burned plastic waste are having a significant negative impact on the environment, oceans, climate, and food chains, endangering the lives of humans and other living things. These effects are predicted to worsen over time.

Materials and Methods

The study was conducted in phases, with the first round of data collection occurring in 2024 between January and March. A structured survey of 364 respondents was conducted in Preah Sihanouk Province, employing both simple random and purposive sampling. Data analysis included descriptive statistics and multiple regression to examine the influence of education, investment, stakeholder participation, and recycling on plastic reduction. After confirming the accuracy of the data acquired, SPSS.26 software was utilized to assess both descriptive statistics (such frequency, mean, and standard deviation) and inferential statistics (auto linear modeling). To investigate the connections between the dimensions of recycling, education, stakeholder participation, investment activity, and plastic reduction, multiple regression analysis was performed.

Results

Education, investment contribution, stakeholder participation, and recycling have a substantial impact on plastic reduction (PR) in the coastal region, according to multiple regression analysis using auto linear modeling (ALM) (adjusted R2 = 0.511 or 51.10%, p < 0.05). Among them, PR in the beach region in Cambodia's Preah Sihanouk province is influenced by education ($\beta = 0.219$, p= 0.000), investment ($\beta = 0.254$, p< 0.000), stakeholder participation ($\beta = 0.063$, p = 0.005), and recycling ($\beta = 0.073$, p< 0.013). But the biggest influence on PR comes from education.

Conclusion and recommendation

Findings suggest that enhanced educational programs, targeted investment, and stakeholder collaboration are vital for reducing plastic usage in beach destinations. Policymakers should prioritize community engagement, infrastructure development, and clear regulations, while future studies could explore longitudinal impacts of these interventions.

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Table 1 (abstract OS48). Rule of Thumb

Automatic Linear Modelling	
Description	The Fitness Assessment
R-square (R ²)	≥ 0.10(10%)
Adjusted R ²	≥ 0.10(10%)
F-value	≥ 4
Significant (p-value)	≤ 0.05(5%)
t-value	≥ 1.96

Source: Hair, et al. (2019)

Table 2 (abstract OS48). Auto Linear Modelling

Model	Coef-ficient	Std. Error	t	Sig.	Impor-tant	F-value	Adjusted R ²
Inter-cept	1.662	0.501	3.321	.001		93.077	0.511
Educa-tion	0.219	0.029	7.623	.000	0.490	58.103	
Invest-ment contri-bution	0.254	0.037	6.799	.000	0.390	46.233	
Stake-hold-er's par-ticipa-tion	0.063	0.022	2.818	.005	0.067	7.941	
Recy-cling	0.078	0.031	2.498	.013	0.053	6.242	

OS49

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Sereyath Em¹, Sarom Mok¹, Rany Sam²

¹The University of Cambodia (UC), Phnom Penh, Cambodia; ²National University of Battambang (NUBB), Battambang, Cambodia

Correspondence: Sereyath Em (sereyathem.edu@gmail.com)

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Background

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Results

The results highlight the significant direct effects of directors' transformational leadership dimensions on teachers' self-efficacy and job performance. Idealized influence attitude positively predicts efficacy for instructional strategy and student engagement, while intellectual stimulation strongly predicts efficacy for classroom management. Teachers' self-efficacy acts as a mediator between directors' transformational leadership and job performance, with efficacy for student engagement emerging as an effective moderator between idealized influence and job performance outcomes. These results emphasize the pivotal role of directors' transformational leadership and self-efficacy in enhancing teachers' contextual and task performance.

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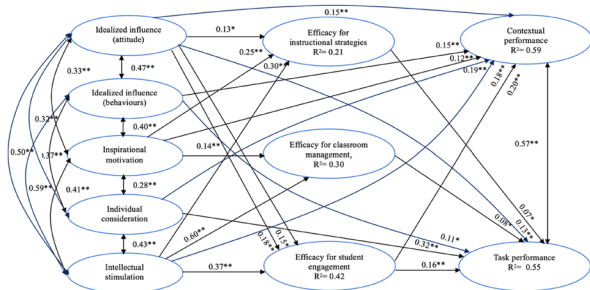


Fig. 1 (abstract OS49). Influences of Directors' Transformation Leadership on Other Variables

OS50

Determinants of Successful Village-Commune Safety Policy (VCSP) Implementation in Sangke District, Battambang, Cambodia

Heng Hang, Rany Sam, Morin Tieng

Graduate School, National University of Battambang, Cambodia

Correspondence: Rany Sam (sam.rany@nubb.edu.kh)

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Introduction/Background

Although the Village-Commune Safety Policy (VCSP) was revised in 2021, its implementation effectiveness remains variable and underexplored in Sangke. Public security is vital to Cambodia's socioeconomic development as a cornerstone of the Royal Government's strategic policies (Tuot et al., 2017; Hok et al., 2020; Royal Government of Cambodia, 2023a, 2023b). Despite political stability, local challenges such as drug use, human trafficking, gang activity, domestic violence, and illegal gambling persist. In response, the government introduced VCSP in 2010, updating its framework in 2021 to strengthen public engagement and local governance (Tuot et al., 2017; Hok et al., 2020). However, its effectiveness varies due to political commitment, socioeconomic conditions, resource allocation, leadership, and institutional

capacity. This study examines the key determinants influencing VCSP success in Sangke District, Battambang Province, providing insights for policy refinement and enhanced community safety.

Materials and Methods

This study employed a mixed-methods approach, combining quantitative and qualitative research to ensure a comprehensive analysis. Data were collected through questionnaires from 385 respondents and interviews with 15 participants, including district council officials, commune council members, and residents from three communes in Sangke District, Battambang Province, between November 15 and December 15, 2024. A stratified random sampling method was used to ensure diverse representation. Quantitative data were analyzed using regression analysis to identify key patterns and relationships, while qualitative insights provided deeper contextual understanding.

Results

The findings indicate that policy formulation, political commitment, socioeconomic status, and institutional capacity significantly impact the success of the Village-Commune Safety Policy (VCSP) implementation in Sangke District. Regression analysis revealed that resources and leadership practices had no statistically significant effect. Survey data showed moderate public satisfaction with public services but highlighted concerns over financial resource allocation and response efficiency. While crime rates, such as trafficking and domestic violence, showed improvement, drug-related issues remained a challenge. Strengthening institutional capacity and addressing resource constraints are key to enhancing policy effectiveness.

Conclusions and Recommendations

The study demonstrates that enhancing policy formulation, reinforcing political commitment, improving socioeconomic conditions, and strengthening institutional capacity are essential for successful VCSP implementation. To further improve public safety and service delivery, it is recommended that local authorities invest in targeted training programs, increase financial and material support for crime prevention, and engage communities more actively. Future research should explore additional variables and incorporate longitudinal data to refine strategies for sustainable policy execution in similar contexts

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OS51

The Impact of Concept-Based Instruction on Critical Thinking, Collaboration, and Grammar Skills among BTEC Student Teachers.

Sophon Hieng^{1,2}, Chan Hum¹, Sopha Soeung³, Sela Chhen², Rany Sam¹

¹Graduate School, National University of Battambang (NUBB), Battambang, Cambodia; ²Battambang Teacher Education College (BTEC), Battambang, Cambodia; ³National Institute of Education (NIE), Phnom Penh, Cambodia

Correspondence: Sophon Hieng (hieng.sophon.btec@moeys.gov.kh)

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