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### Globally Renowned Locally Rooted: Surveying the impact of value-driven performance in UiTM2025 Transformation

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#### Abstract

The third strategic thrust of the UiTM2025 Strategic Plan, Value-Driven Performance, is supported by two values, namely i-DART, individual values, and ESI as organizational values. This paper investigates the understanding of these values among the UiTM community. 18,038 staff participated in the survey conducted on 18 March 2024. The study shows that the percentage of ESI and i-DART culture is 60.94% for happy and very happy. While the meaning of the motto is 70.18% for happy and very happy, which shows that most of UiTM's community is aware of UiTM's motto.

Keywords: Value-Driven, UiTM2025, ESI, i-DART

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#### 1.0 Introduction

##### 1.1 Background of Study

The process of establishing an organization's strategy or direction and choosing how best to allocate its resources to accomplish it is known as strategic planning. It entails establishing objectives, choosing the best course of action to reach them, and assembling the necessary resources to carry them out. According to Gupta and Sachan (2024), strategic planning offers a framework for directing daily choices, assessing progress, and modifying strategies as needed. Strategic planning is a critical process for educational institutions aiming to adapt to the rapidly changing landscape of higher education. Universiti Teknologi MARA (UiTM) is undergoing a transformative journey towards achieving the Globally Renowned University 2025 or GRU2025 vision by 2025. For educational institutions hoping to adjust to the quickly evolving higher education scenario, strategic planning is an essential activity. A revolutionary journey is underway

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at UiTM to realize Globally Renowned University 2025, or GRU2025. The UiTM Strategic Plan 2025 (UiTM2025) is a five-year framework spanning 2020 to 2025, which will be used to achieve it. It is a continuation of the previous strategic plan, with a strong focus on growing the worldwide network of collaborations. Additionally, it aligns with the national agenda, which includes the Shared Prosperity Vision 2030 (WKB 2030) and the Malaysian Education Development Plan 2015-2025, guaranteeing UiTM's continued relevance at the national level. This can be realized through a five-year framework between 2020 and 2025 known as the UiTM2025, which is a continuation of the previous strategic plan, with a more aggressive emphasis on expanding the collaboration network at the global level.

A clear plan based on the university's values, vision, and goals is necessary for the university's transformation. Managing the ambiguity and complexity of action implementation is made easier with the aid of strategic planning. The Malaysia Education Blueprint 2015-2025 emphasizes the importance of a value-driven education system aimed at nurturing students who are not only academically proficient but also instilled with strong moral and ethical values. The term "value-driven" refers to a way of operating where decisions, actions, and strategies are primarily guided by a set of core values and principles, rather than solely by profit, output, or other metrics. It highlights the significance of integrating values like respect, honesty, integrity, humility, and a feeling of responsibility into the educational system and coordinating actions with strongly held beliefs and goals for individuals as well as organizations. The goal of this strategy is to create well-rounded people who make valuable contributions to society.

The UiTM 2025 Strategic Plan focuses on three strategic pillars, namely quality education, global excellence, and value-driven performance. The third thrust in the UiTM2025 Strategic Plan is based on organizational and individual values, namely ESI and i-DART. The organizational values of Excellence, Synergy, and Integrity (ESI) are values adopted at UiTM. Every UiTM community must live and practice i-DART, which stands for Knowledge, Discipline, Trust, Diligence, and Responsibility. According to the UiTM 2025 tagline, "Globally Renowned, Locally Rooted," highlighted during the UiTM 2024 Vice-Chancellor's Mandate on February 9, 2024, UiTM aims to support the development of agile professional Bumiputera with the values of excellence, synergy, and integrity.

To achieve a balance between global relevance and local engagement, UiTM's strategic plan emphasizes values such as integrity, inclusiveness, and cultural respect. Value-oriented policies in universities increasingly serve as a foundational influence on the performance, quality, commitment, and attitudes of academic and administrative staff. This approach enhances alignment between institutional goals and individual values, promoting a supportive and ethically engaged educational environment. Studies demonstrate that value-oriented frameworks in educational institutions have a positive impact on job performance and quality. A study by Tadesse et al. (2024) reveals that value-based leadership encourages productivity and a proactive attitude, fostering an environment where educators and administrators feel more motivated and satisfied with their roles. Studies done by Malla and Puan (2023) emphasize how value-oriented education fosters performance by enhancing educators' intrinsic motivation and dedication to task quality.

For UiTM, embracing these values ensures that educational practices remain both competitive and culturally significant, providing students with skills that are globally recognized and locally impactful. As UiTM embarks on this journey, it must navigate challenges such as globalization, technological disruption, and changing societal needs. Strategic planning serves as the roadmap that guides the university through these challenges, ensuring that its transformation is both sustainable and impactful. The success of UiTM's transformation towards GRU2025 will significantly influence its future, shaping its role as a leader in global research and innovation.

UiTM GRU2025 stands for "Globally Renowned University 2025," a strategic vision for UiTM aimed at positioning the institution as a globally recognized university by 2025. This vision aligns with UiTM's broader goals for academic excellence, research, and global engagement. UiTM's philosophy is "Every individual can attain excellence through the transfer of knowledge and assimilation of moral values to become professional graduates capable of developing knowledge, self, society, and nation".

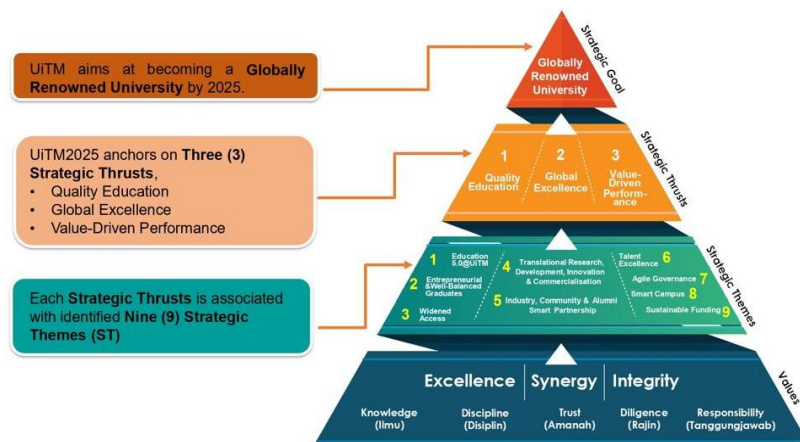


Fig. 1: Illustration of UiTM2025 desired state

Leadership models that integrate value-driven approaches are shown to support sustainable organizational growth and enhance internal performance metrics. Gring-Pemle et al. (2024) emphasize that educational institutions focused on values-based leadership are better equipped to meet both performance targets and stakeholder expectations. UiTM's focus on values like integrity, academic excellence, and community service aligns with this approach, fostering a workforce committed to quality and ethical standards. This approach supports long-term sustainability and aligns with UiTM's mission to be locally rooted while expanding its global footprint. Organizational values often provide the foundation for corporate culture. For UiTM, the core organizational values, ESI, are essential in

fostering teamwork, enhancing performance, and ensuring ethical standards are upheld. These values are reflected in administrative policies, decision-making processes, and everyday interactions among faculty and staff. At the individual level, the values encapsulated in the i-DART framework (Knowledge, Discipline, Trust, Diligence, and Responsibility) represent the personal qualities that UiTM aims to instill in its employees and students. The purpose of the UiTM2025 Transformation research was to investigate UiTM community understanding and awareness of Value-Driven Performance, the third strategic thrust of GRU2025. Thus, the objective of this research is to investigate UiTM's community awareness and understanding of organizational values (ESI) and individual values (i-DART), which are UiTM's fundamental values for the UiTM2025 Strategic Plan towards achieving GRU2025.

### 1.2 Globally Renowned, Locally Rooted

UiTM's slogan, "Globally Renowned, Locally Rooted", underlines its commitment to bridging global educational standards with local cultural values. This strategy reflects a value-driven performance model that prioritizes ethical alignment, community engagement, and international quality benchmarks. Recent studies show that this kind of strategic orientation, where local cultural alignment meets global competency standards, enhances organizational resilience and stakeholder satisfaction (Miryala, 2024; Hereźniak & Anders-Morawska, 2021). Globally Renowned and Locally Rooted is the aspirational theme of UiTM2025's strategic planning to become a Globally Respected university in 2024. Referring to the 2024 Vice Chancellor's mandate given by UiTM Vice Chancellor Professor Datuk Dr. Shahrin Sahib @ Sahibuddin on February 9, 2024, this theme was motivated by Prime Minister Datuk Seri Anwar Ibrahim's philosophy during the Ministry of Higher Education's Strategic Discourse on January 5, 2024. The definition of Globally Renowned, Locally Rooted University is "A university that champions the development of Malays and Bumiputera at national and global levels to elevate socio-economic standards; driving universal excellence through innovation and expertise, while remaining locally rooted in human and compassionate values, culture, and Malaysian identity, serving as the foundation for inclusive and sustainable progress". Some terms that describe the meaning of Globally Renowned and Locally Rooted are as follows:

Globally Renowned - a prestigious institution of higher learning (context university) – Ludwig. guru

Locally Rooted - It typically means that something is firmly established in the local area and is well-known in the local community- Ludwig. guru

"... in reaching the sky to explore new technology, let's not forget to root to the earth so that our identity, humanity, and morals are never lost". Prime Minister, Datuk Seri Anwar Ibrahim, Harian Metro, Feb 8, 2024

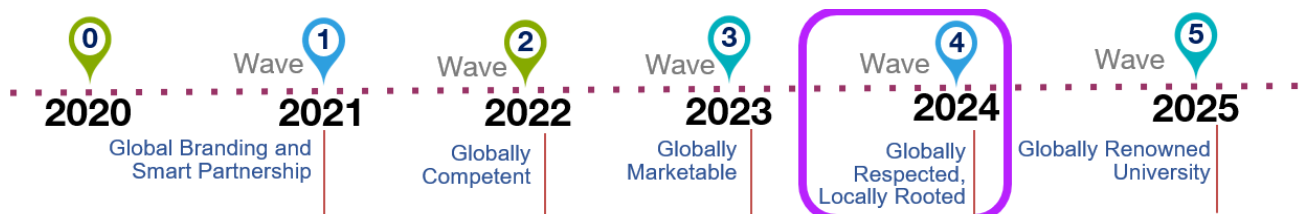


Fig 2. The annual wave of the UiTM2025 Strategic Plan

The annual wave of the UiTM2025 strategic plan, which started in 2020 and will continue until 2025, can be referred to as Fig. 2 towards becoming GRU2025 by 2025. Locally Rooted: "Championing the development of Bumiputera on the global stage but continuing to be rooted to the earth by practicing traditional values related to courtesy, culture, and Malaysian local identity" by Vice Chancellor UiTM Speech during quarter two was presented on 29<sup>th</sup> July 2024. In the context of UiTM, 'Locally Rooted' refers to values and identities closely related to Malaysian local culture and values. These values are not only nurtured but also brought to life in every aspect of the lives of the UiTM community. This ensures that UiTM not only creates highly skilled graduates but also individuals who strongly uphold Malaysian values, which are rich in the legacy and culture of related ethnicities that are cherished by Malays, as well as high morals because of the beliefs of Islam and other religions. As Malaysia's largest public university, UiTM's values of "Usaha, Takwa, Mulia" position it uniquely to influence higher education nationally and to serve as a model for integrating cultural values into academic practices. This value-driven orientation is critical in a globalized educational landscape where institutions must balance international standards with local responsibilities.

## 2.0 Literature Review

Personal values function as a guide and basis for decision-making and are formed by an individual's social environment. Taking into account both the organization's ideals and the various value systems of its individuals is known as organizational culture. In a conceptual model, values-driven leadership is positioned between the values of the entrepreneurs, the organizational culture, and the decision-making process. It also explains how values-driven leadership may promote sustainable practices in an organization (Zandberg, 2023). Value-oriented policies in universities increasingly serve as a foundational influence on the performance, quality, commitment, and attitudes of academic and administrative staff. This approach enhances alignment between institutional goals and individual values, promoting a supportive and ethically engaged educational environment. This paper discussed a synthesized overview of recent research

highlighting the importance of value-based orientation in universities, specifically within UiTM, which aims to become "Globally Renowned, Locally Rooted."

### 2.1 Influence on Job Performance and Quality of Work

Studies demonstrate that value-oriented frameworks in educational institutions positively affect job performance and quality. A study by Tadesse et al. (2024) reveals that value-based leadership encourages productivity and a proactive attitude, fostering an environment where educators and administrators feel more motivated and satisfied with their roles. Similarly, Malla and Puan (2023) highlight the role of value-oriented education in nurturing performance by enhancing educators' intrinsic motivation and commitment to quality in their tasks. In the context of UiTM, embedding value-based practices such as integrity and accountability aligns with the institution's goals of producing quality graduates and research outputs. This approach fosters academic achievement and performance consistency, which advances UiTM's goal of being a global leader with a local focus.

### 2.2 Commitment and Retention of Academic Staff

Value-oriented strategies are crucial in strengthening the commitment of academic staff, which reduces turnover rates and fosters organizational loyalty. Research by Gelle-Jimenez et al. (2023) on values-based performance management shows that institutions with clear value alignment enjoy higher levels of employee retention, as shared values create a supportive work environment. UiTM can leverage this by emphasizing its commitment to inclusivity, respect, and cultural pride, which resonates well with its identity and enhances staff loyalty. By aligning personal goals with UiTM's values, the institution promotes both staff retention and continuity of service, furthering its mission in both local and international contexts.

### 2.3 Positive Attitudes and Ethical Culture

Developing a value-oriented framework in universities significantly influences the attitudes and ethical culture within the organization. According to Gaponenko et al. (2021), value-based approaches cultivate positive attitudes among staff, reduce ambiguity, and enhance ethical behavior in interactions. Additionally, Lee et al. (2022) described how a value-oriented approach promotes a cooperative atmosphere and increases staff members' commitment to the institution's mission and vision. The critical role of culture in translating purpose into actionable outcomes is emphasized, showing how it serves as the foundation for behaviours and attitudes that align with organizational goals. UiTM can benefit from this by fostering values that reflect ethical responsibility, innovation, and respect for diverse perspectives, which align with its mission of being a locally-rooted global university. Promoting these values also improves student-staff relationships, reinforcing UiTM's standing as a culturally relevant institution within Malaysia.

### 2.4 Importance of Value Orientation

Value orientation provides a foundation for understanding the basic beliefs that guide human behaviour. According to Schwartz & Bilsky (1994), value orientations form part of an individual's psychological character, are broad in scope, apply across situations, and operate within an enduring hierarchical system. In line with UiTM's motto, "Globally Renowned, Locally Rooted," this perspective highlights how value orientation supports the integration of the university's global ambitions with its local responsibilities. These values reinforce UiTM's identity, which is built on inclusivity, cultural relevance, and academic excellence. By embedding strong value orientations in organizational practices, UiTM strengthens the alignment between staff attitudes and institutional goals. This alignment enables the university to maintain international credibility while remaining responsive to Malaysia's cultural and educational needs. In higher education, emphasizing value orientation is crucial because it shapes job performance, commitment, work quality, and professional behaviour. Leaders who understand these value structures can develop strategies that encourage engagement, productivity, and ethical conduct across the institution. As universities face increasing expectations related to accountability and performance, fostering value alignment becomes a strategic approach to sustaining excellence. Through this focus, UiTM promotes a principled and supportive environment for both staff and students, reinforcing its mission and contributing to long-term institutional success.

## 3.0 Methodology

Adopting the PERMAI happiness model method, as indicated in Table 1, on a scale of 1 to 5. A team of researchers appointed by UiTM began conducting the UiTM Happiness Index annually beginning of 2020 using the PERMAI happiness model. PERMAI stands for P (Positive Emotion), E (Engagement), R (Relationship), M (Meaning), A (Accomplishment), and I (Infrastructure) studied by Othman et al. (2024). The question items on P are twelve questions, and M are seven questions. This survey question has been modified based on the topic's significance, with fourteen questions created on a scale of 1 to 5, as indicated in Table 1. There are three sections to the question categories:

- i. Individual Transformation: Individual value (i-DART) and organizational value (ESI).
- ii. Team Transformation: Team collaboration towards achieving the university's key performance indicators.
- lii. Organizational Transformation: The appreciation and meaning of the motto "Usaha, Takwa, Mulia" to the university community in transforming UiTM.

Table 1. The Likert scale in this survey

Description	Scale
Very Unhappy	1

Unhappy	2
Slightly Happy	3
Happy	4
Very Happy	5

#### Research Questions

- What is the current level of awareness among the UiTM community regarding the specific dimensions of both the organizational values (ESI: Excellence, Synergy, Integrity) and individual values (i-DART: Knowledge, Discipline, Trust, Diligence, Responsibility)
- Are there significant differences in the awareness and understanding of ESI and i-DART values across various demographics within the UiTM community?

## 4.0 Results and Discussions

The study utilized data from the UiTM2025 Transformation survey, which was conducted on March 5, 2024. A total of 18,083 respondents participated, including faculty, administrative staff, and other stakeholders within the UiTM community. The survey was designed to capture data on three key areas of interest:

- Values: The adherence to organizational (ESI) and individual (i-DART) values.
- Teamwork: Collaborative efforts in both administrative and academic environments.
- UiTM Motto: Understanding and alignment with the motto "Usaha, Takwa, Mulia."

Referring to Fig. 3, based on the demographics of the survey, a total of 45.2% are administrative staff, while 54.8% are academic staff. The percentage of males is 45%, and the percentage of females is 55%. For the cluster breakdown, 54.8% are from non-administrative staff, 23.5% from Science & Technology, 11.8% from Social Sciences & Humanities, and 9.9% are from Business & Management.

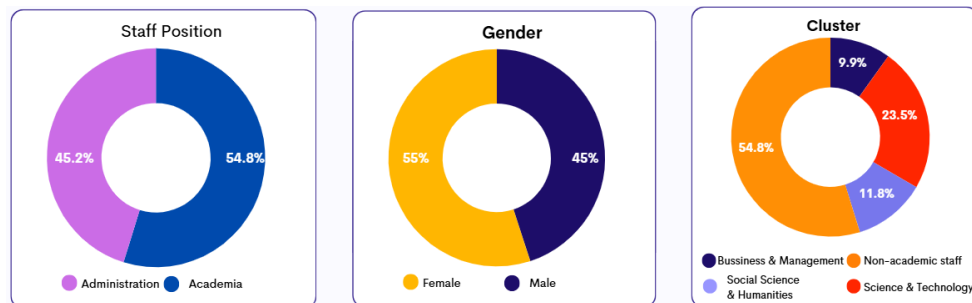


Fig. 3: The demographics of the UiTM2025 Transformation survey

Based on the overall analysis in Fig. 4 of the survey findings related to the third core of the Strategic Plan, which is Value-Driven Performance, it was found that for the transformation of individual and organizational values, i-DART and ESI, the percentage of responses from the community who chose Very Happy and Happy was between the range of 21.28% and 39.01%.

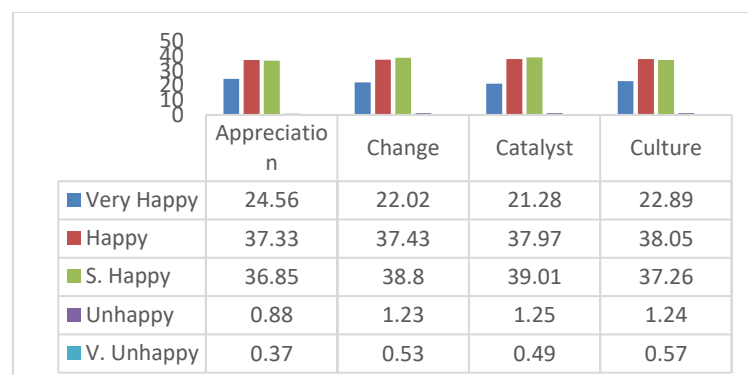


Fig. 4: The values of transformation in the Very Happy scale to the Very Unhappy scale based on ESI and i-DART

According to these four indicators, the percentage of respondents who are Very Happy and Happy with collaboration transformation ranges from 21.52% to 37.68%, while the percentage of respondents who are Unhappy and Very Unhappy varies from 0.51% to 3.02% as shown in Fig. 5. From the results, it shows that the self-appreciation is 61.89% for Happy and Very Happy.

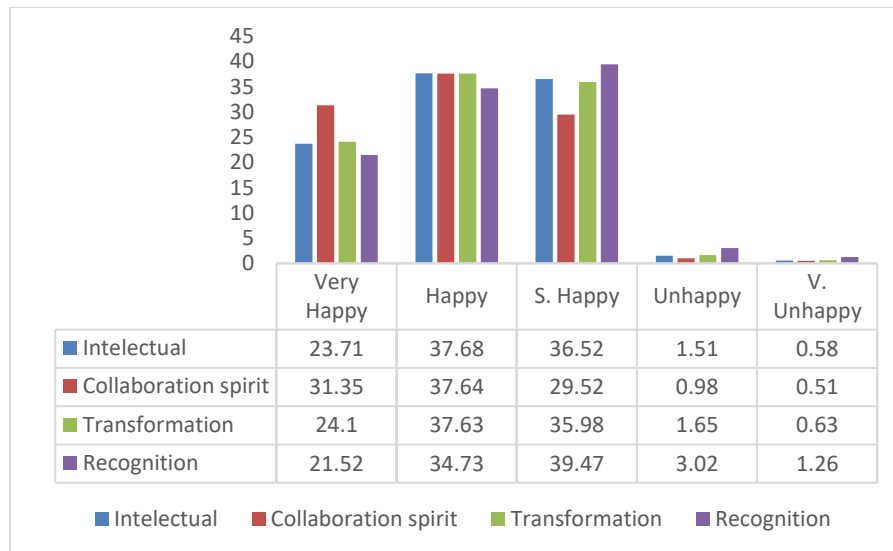


Fig. 5: The teamwork transformation based on four indicators

For organizational transformation (the motto: Usaha-Takwa-Mulia), the percentage of Very Happy and Happy responses was between 24.7% and 38.00%. Values Transformation, Team Transformation, and Organizational Transformation are important effects of the UiTM2025 Strategic Plan, according to the overall study, and when considering the proportion of respondents who also selected Slightly Happy. The high percentage (72.02%) reflects the significance of UiTM motto, "Usaha, Takwa, Mulia," for Happy and Very Happy. While 70.18% of the communities understand what the motto means, and 66.57% for Happy and Very Happy with the commitment towards the UiTM motto. This finding supports the studies done by Malla and Puan (2023), which highlight how value-oriented education fosters performance through intrinsic encouragement and motivation.

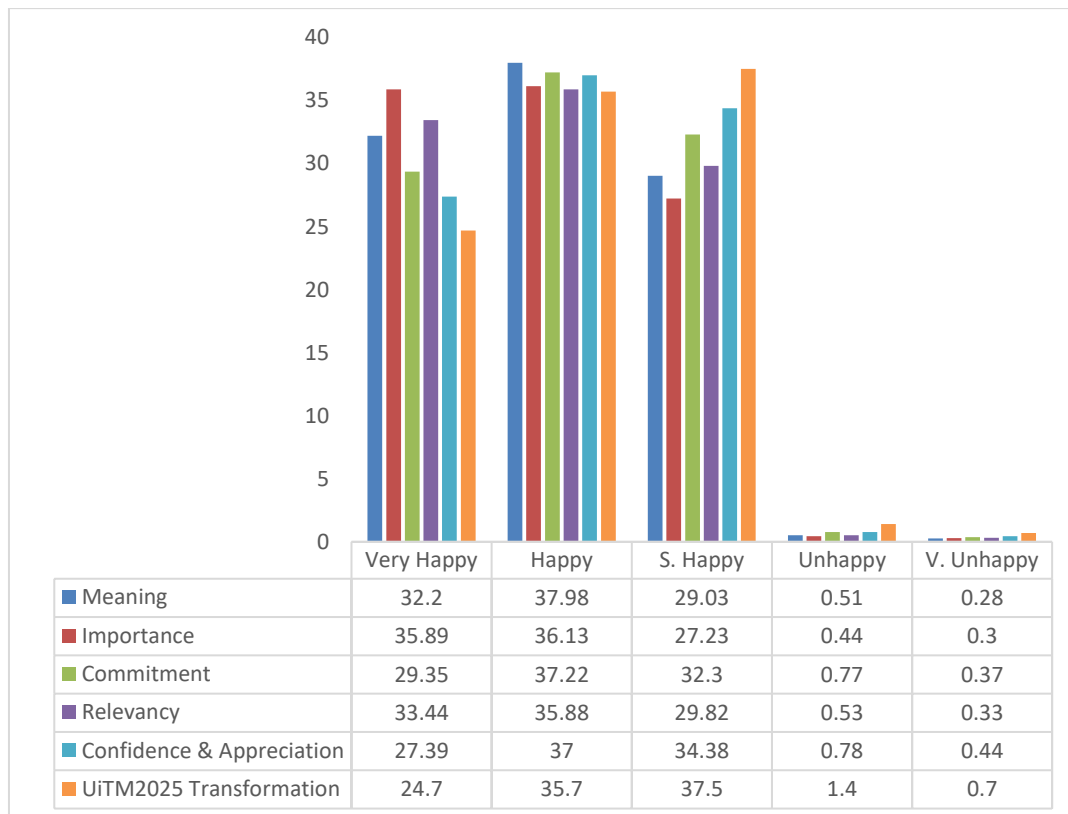


Fig. 6: The results based on the motto "Usaha, Takwa, Mulia"

## 5.0 Conclusion and Recommendations

In conclusion, the communities of UiTM still do not fully comprehend the organization's and individual principles. The high percentage (72.02%) focuses more on the significance of the UiTM motto, "Usaha, Takwa, Mulia," for Happy and Very Happy. In the meantime, 70.18% of the communities understand what the motto means. This demonstrates its importance for the management to actively promote these UiTM values to its communities, whether via the website, brief videos, management engagement, and other channels. The constraints during the survey were in terms of the understanding and interpretation of questions when answering them. Besides that, the respondent did not take the time to read the questions carefully because the questions were distributed through AppUiTM, which is a medium for login and logout. Therefore, the results obtained do not reflect the actual scenario. As a recommendation, in the future, these questions will be improved by mapping to the Malaysian Happiness Index to study the level of well-being of residents through UiTM's existing values.

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