



[Research](#)

Professor Ts. Dr. Mohd Rashid develops leadership assessment instrument using core value indicators

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PEKAN, 8 November 2023 – A Professor at the Centre for Mathematical Sciences (PSM), Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA), Professor Ts. Dr. Mohd Rashid Ab Hamid, 43, has created a leadership assessment instrument using core value indicators.

Recognizing the importance of core values in influencing an individual's identity, which in turn affects the individual's image that will eventually be reflected or translated into leadership practices or styles in managing an organization, inspired him to undertake this research.

This research also received collaboration from Associate Professor of PSM, Associate Professor Dr. Roslinazairimah Zakaria, Senior Lecturer of the Faculty of Industrial Management (FPI) Major Dr. Imaduddin Abidin, and Associate Professor at the Universiti Kebangsaan Malaysia (UKM), Associate Professor Dr. Zainol Mustafa.

According to Professor Ts. Dr. Mohd Rashid, the measurement of mastery or observation of these core values can be integrated into a measurable measurement model to generate organizational excellence.



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IP : Copyright Application Pending



اوتورلوز سورتى مالىمىيا قىلغ
UNIVERSITI MALAYSIA PAHANG

Product Background

- Assessment of university performance tool
- Started with leadership factor
- Multiple impacts of leadership on performance variables
- Business Excellence Model
- Way forward – development of apps for performance measurement system (V-Apps)



State of the Art/ Methods

- Structural Equation Modelling (partial least squares estimation)
- Improvised questionnaire from previous version in (2012)



**Benefits/Usefulness/
Applicability**

- Simplified measurement instrument
- Capture almost 60% of the performance variances
- Parsimonious questionnaire



Marketability & Commercialisation

- As an assessment instrument for university leadership selection
- Consultation and training on value-based measurement in the organization
- RM20K per instrument administration including the baseline assessment and workshop/training (3 days)

Novelty/ Originality/
Inventiveness

- The model is dynamic
- Used values as performance indicators
- Other compatible instrument not focused on core values



Status of Innovation

- Development of the instrument/questionnaire is completed
- Ready to be deployed in organizational performance measurement
- The previous version of questionnaire based on the attributes have been tested in the corporate sector



Publications

139-continued on the back

- Indah Ratih, Ika Haniati. 2025. Value-based performance excellence model for higher education institutions. *Quality & Quantity*. 49(5): 1529-1544.
- Indah Ratih, Ika Haniati, Zaitul Ina Mardiana, Nur Klia Izzah Mohd, Nuzul, Paiti Izzah Idris & Mohd Ali Abdulah. 2023. Perbandingan Apgenex Plus model TQM Model Keunggulan Peningkat IPT Berasaskan Nilai Tawar: Peningkatan, Pengumpulan (Meklik) dan Inovasi (Meklik) dan Kuantiti (Meklik) Segara (Meklik). *Sains Malaysia*. 42(2): 159-166.
- Indah Ratih, Ika Haniati, Zaitul Ina Mardiana, Nur Klia Izzah Mohd, Nuzul, Paiti Izzah Idris & Mohd Ali Abdulah. 2023. Value-based Performance Excellence Measurement for Higher Education Institutions: Instrument Validation. *Quality and Quantity*. 47(3): 2029-2050.
- Indah Ratih, Ika Haniati, Mohd Ratih Ika Haniati, Zaitul Ina Mardiana, Nuzul, Paiti Izzah Idris, Nur Klia Izzah Mohd, & Wan Ramli Ibrahim. 2022. Value-based total performance excellence model: a conceptual framework for organizations. *Total Quality Management and Business Excellence*. 28(5/6): 557-572.



Stigmaria Lindemann, *in* *Die foss. Stigmaria*

1. Mohd Rashed Bin Ali Ahmad, Zainal bin Mustafa, Nur Riza binti Mohd. Samsi, Fathi bin Ismail, Mohdhar bin Abdullah & Abdullah Hashim. 2011. Sales-Based Performance Excellence Model: Case Studies of Malaysian Technical University. *Australian Journal of Basic and Applied Sciences*, 5(12): 526-531.

Reviewed articles

1. Mohd Khaled Bin Ali, Zahari bin Mustafa, Nur Fiza bin Mohd. Samsi, Puzi bin Idris & Mohd Nur Ali Abdullah. 2012. Model Keputusan dalam IPT Berdasarkan Model Teori Perencanaan Perencanaan Keajaiban Dua Terbilang Sequens. *Jurnal Pengajaran Statistika & Analisis* 5(1): 1-6.
2. Mohd Khaled Bin Ali, Zahari bin Mustafa, Nur Fiza bin Mohd. Samsi, Puzi bin Idris, Mohd Nur Ali Abdullah & Merganiat Dina. 2012. Value-Based Performance Excellence Model for Higher Education Institutions in Malaysia: Do Bayesian Structural Equation Modeling. *Journal of Statistical Modeling and Analysis* 5(1): 52-57.

Environmental Impact/Sustainable Development Goals

SDG#3: Good health & Wellbeing

SDG#4: Quality Education

SDG#8: Decent Work & Economic Growth

SDG#16: Peace, justice, and strong institutions



Collaboration/Industrial Partner



AKPT
AKSI REFORMASI PENGUSAHA TRADISI

HIGHER
EDUCATION
LEADERSHIP
ACADEMY

Achievement/Award

•GOLD - CITREX 2023



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www.ump.edu.my

"In the context of this study, the basic model used is the Value-Based Organizational Excellence Model developed by previous researchers.

"Core values form the basis for the leadership characteristics that should be possessed by a leader, especially in organizations such as universities.

"This research project received funding from the Academy of Leadership in Higher Education (AKEPT) through the AKEPT Intellectual Discourse (ID) Research grant," he said.

According to him, for the cost involved in training participants or organizations that want training through a Value-Based Excellence Model and exposure sessions to organizational core values and measurement aspects, the actual cost cannot be specified yet because the development of the application is still being planned.

In the future, he plans to develop an application that facilitates respondents to answer the questionnaire given online and at the same time can view statistical analysis easily through the findings provided by the respondents.

"The main goal of the developed instrument is to provide a clear overview of the practice or adherence to aspects of values by a leader or potential university leader.

"It is important in driving the institution, and measurements are also made of other factors affected by leadership such as university culture, objectives and strategies, resource management, change management, innovation in the organization, best practices, productivity, employees, stakeholders, and all these factors will also affect university performance.

"In essence, this instrument can be used as a benchmark for appointing leaders in universities," he said.

He added that if someone is appointed to a position in a university, we can also measure expectations or practices for each factor in the core value-based excellence model, which ultimately impacts the excellence or performance of an institution.

Previously, he won the gold medal for the research 'Value-based Assessment Tool for University Leadership' in the Creative and Innovative Invention Competition (CITREX) 2022 and the research project titled 'Innovation Excellence Framework for Malaysian Higher Education Institutions: A Statistical Modelling Approach' in CITREX 2014.

He also won a silver medal for the research project 'Developing A Core Values Measurement Scale for University Staff: UniCoVa Instrument' in CITREX 2015, the research project 'Structural Equation Modeling (SEM) On Value-Based Performance Excellence Model for Higher Education Institutions (HEIs): A Comparison Between Maximum Likelihood (ML) And Partial Least Squares (PLS) Estimation Technique' in CITREX 2012.

He also received a bronze medal for the research project 'Statistical Validation of Value-Based Performance Excellence Model: A Partial Least Square (PLS) Methodology' in CITREX 2011, the research project 'Uni-Cova' in CITREX 2016, and the research project 'Value-Based Performance Excellence Model for Malaysian Public Universities: A Structural Equation Modeling (SEM) Approach' in the Islamic Innovation Expo 2011 (i-Inova'11).

In the International Invention, Innovation, and Technology Exhibition (ITEX) 2023 held at the Kuala Lumpur Convention Centre (KLCC) from May 11 to 12, 2023, this research also won a silver medal.

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