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## **Which Leadership Competency Matters?**

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### **Abstract**

Previous studies on leadership competencies focused more on identifying the competencies leaders need. Nevertheless, a limited study learned the impact of leaders' competencies on organizational conduct and whether such competencies are advantageous for the organization. Thus, this study aims to fill this gap by empirically learning the impact of leaders' competencies on organization service orientation and whether a specific competency is superior to others. The leaders' competencies studied in this study is service leader competency, which covers Self-Savvy, People-Savvy, and Business Savvy. The sample of this study is 152 service organizations, in which two middle-up managers represent each organization. The data was analyzed using the CB-SEM method using Lisrel 8.8 software. The results showed that no competency alone can influence organizational service orientation. However, when the competencies are combined, it significantly influences the organizational service orientation. This paper enriches the literature on service leadership competencies by empirically learning the impact of service leaders' competencies.

### **Keywords**

Leadership Competencies, Organizational Service Orientation, Service Leaders' Competencies.

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### **1.0 Introduction**

Leadership is the process of an individual influencing others to achieve the desired goals (Hinds, 2006). Harrison (2017) generally stated that leadership could be viewed through its influence, process, ability, or behavior. Leadership and the board of directors are driving forces for strategic and organizational decisions, and success or failure is an explicit outcome (Heracleous & Werres, 2016). Top Management Teams (TMTs) or leaders' choices and actions will likely impact the organization (Hambrick et al., 2005). Hambrick and Mason (1984) stated that firms are the reflection of their top managers. Zacharias et al. (2015) mentioned that CEOs influence the organization's performance, strategies, policies, and structures. In other words, leaders are the brains of the organizations, and their decisions based on their competencies will impact the organizational outcome, such as strategies, policies, and performance.

Furthermore, due to the differing characteristics between manufacturing and service organizations, it is also beneficial to have specific service leadership. To adopt differentiation between service and manufacturing organizations, as well as to adapt to the growth of the service industry, there is increasing interest not only in leadership of the service (Zou et al., 2018) but also in service settings and managerial practices for delivering high-quality service (Zheng et al., 2019).

In order to successfully implement the planned strategies or to have effective and sustained leadership, the leaders should have the competencies and character (Cardy & Selvarajan, 2006; Sturm et al., 2017). Thus, some studies have learned the competencies that are required by leaders. In the general business context, Fotso & Major (2021), Boyatzis (2011), and Schiuma et al. (2024) have identified competencies required

by leaders. On the other hand, in the service industry, Marneros (2020) learned the competencies of the hospitality industry. However, the respondents were from the hotel industry. Likewise, a study by Chung-Herrera et al. (2003) identifies competencies in the hotel industry. In the broader term, Testa and Sipe (2012) elaborated on the competencies in the hospitality and tourism industry. Shum *et al.* (2018) learn which competencies matter more in the hospitality industry. Their studies are based on the study done by Testa and Sipe (2012) and Chung-Herrera et al.. Nevertheless, only limited studies have examined the role of leaders' competencies empirically in the service context (Mai et al., 2023; Mai & Do, 2023; Nguyen et al., 2021, 2022; Swanson et al., 2020; Weerakit & Beeton, 2018). Indeed, some studies have utilized the competencies in the general business context even though the analysis context involved service organizations.

This study adopted the competencies introduced by Testa and Sipe (2012) as their study learns the competencies in the hospitality and tourism context, not focusing on specific industries such as the hotel industry. In addition, their study utilizes adequate informant, thus their finding is more comprehensive. Testa and Sipe (2012) introduced three service leaders' competencies: self-savvy, people-savvy, and business-savvy. Each competency will be elaborated on in the literature section.

Service provided to customers is a pivotal factor for service organizations. Thus, service organizations need to build their service orientation. Prior studies have shown that organization service orientation (OSO) not only influences employee satisfaction (Briggs et al., 2020) but also leads to business performance, such as profit (Kohtamaki et al., 2015), sales growth (Kohtamaki et al., 2015; Zaiem, 2017), customer satisfaction (Urban, 2009; Zaiem, 2017), and customer loyalty (Bowen & Schneider, 2014; Teng & Barrows, 2009; Urban, 2009; Zaiem, 2017), service quality (Ande et al., 2024; Jung & Yoon, 2013; Urban, 2009). In short, it is fundamental for service organizations to enhance their service climate as it brings some advantages for organizations. A study by Ande et al. (2024) shows that service leaders' competencies significantly influence organization service orientation. However, their study did not specifically state which competency is more significant than other competencies.

This study aims to answer some research gaps as stated above. First, this study empirically learns the impact of service leaders' competencies, whereas previous studies focused on identifying the skills required by service leaders. Only limited studies have learned the impact of service leaders' competencies. In addition, this study aims to explore which competency is more beneficial for organizational service orientation, as the previous study did not explicitly mention which competency is more beneficial to enhance service orientation.

This paper starts with an introduction, a literature review, and hypothesis development. Before the result and discussion section, the methodology of the study will be elaborated. To sum up, the conclusion section will be explained at the end of this study.

## **2.0 Literature Review**

This section will explain the literature on service leaders' competencies: self-savvy, people-savvy, and business savvy. However, the service leaders' competencies will be described before elaborating on each

competency to provide more clarity. Lastly, the variable of organizational service orientation will be portrayed.

**Service leaders' competencies.** Service leadership is defined as leadership that focuses on service context and emphasizes a strong commitment to high-quality service (Zheng et al., 2019). Service leadership involves general and specific leadership behaviors, such as setting up standard performance and identifying a high level of service quality (Schneider et al., 2005). Prior studies have identified service leaders' competencies (Shek et al., 2015; Testa & Sipe, 2012; Zou et al., 2018). However, this study focuses only on the service leaders' competencies postulated by Testa and Sipe (2012) as it emphasizes leadership competencies in the service industry with large numbers of informants in their study. Testa and Sipe (2012) depicted three service leaders' competencies: self-savvy, people savvy, and business savvy. Thus, the explanation of these competencies will be merely sourced from Testa and Sipe (2012)

**Self-savvy** focuses on the competencies of managing oneself in the service setting, which appears necessary for effective service leadership (Testa & Sipe, 2012). In recent literature on leadership competencies, self-management has increasingly attracted scholars. Self-savvy involves a wide range of self-management competencies that cover accountability, professionalism, self-development, time management, Spirit of optimism, and change management. Spirit of optimism and self-development are unique competencies in Testa and Sipe (2012) that make their study different from previous studies. The Spirit of Optimism discusses the competencies of displaying energy, passion, and optimism. Leaders radiate their energy. If leaders feel energetic and optimistic, then others will be too. On the other hand, self-development refers to the competency to take the initiative to continuously learn, adapt, and grow (Testa & Sipe, 2012). It could be developing self-awareness, such as learning from previous mistakes or enriching the capabilities to satisfy customers.

**People-savvy** refers to competencies in enhancing positive interaction with others. In the service industry, the interaction with others is the "moment of truth" that leads to customer or employee satisfaction or dissatisfaction (Testa & Sipe, 2012). This competency covers several aspects, including interpersonal communication, expressive service, team orientation, and networked. However, networked received less attention from previous leaders' competency literature, which makes Testa and Sipe (2012) provide different perspectives. Networked is the competencies to foster relationships within internal and external organizations. In addition, networked can facilitate learning and information sharing to fulfill customers' expectations. Expressive service is the competency to go beyond creating customer loyalty and memories. Leaders are role models for their followers.

**Business-Savvy** displays the competencies needed to manage the business and organization effectively. It covers competencies in planning, number-wise, continuous improvement, strategic decision-making, system thinking, technical service, and results-oriented. These competencies align with previous studies such as Boyatzis (2008) and Chung-Herrera et al. (2003). Competencies that are worth highlighting are technical service and strategic decision-making. Technical service refers to competencies used to set up systems, processes, and standards to ensure service consistency. This indicates that leaders should have expertise in the service area as an essential skill for effective leadership. On the other hand, strategic decision-making is the competency of leaders to use all available resources to make appropriate decisions. It includes seeing issues strategically and solving them with different methods.

**Organizational Service Orientation (OSO).** Prior studies have provided a variety of definitions of the organizational service organization. Organizational service orientation is "*an organization-wide embracement of a basic set of relatively enduring organizational policies, practices, and procedures intended to support and reward service-giving behaviors that create and deliver service excellence*" (Lytle et al., 1998). Organizational service orientation is an organizational tendency or preference for service excellence (Lytle & Timmerman, 2006). In line with this statement, Lee et al. (1999) view organizational service orientation as the tendency of organizations to prioritize service excellence, which is embedded in organizations' activities. This study defines OSO as the belief that service excellence is essential, and it is nested in organization activities and cultures, as shown not only in organizations' policies, cultures, and procedures but also manifests in employee attitudes and actions (Kohtamaki et al., 2015; Lee et al., 1999; Lytle & Timmerman, 2006; Teng & Barrows, 2009).

This study adopted the dimension of OSO from the study of Lee et al. (1999) and Lytle et al. (1998): customer focus, employee empowerment, managerial service behavior, and service system. Customer focus refers to a vision and culture that believes service quality and customer satisfaction are important. Employee empowerment is the practice and policy that allows employees to have responsibility for and authority to meet customers' needs promptly. On the other hand, Managerial services behavior is the behavior of management in directing and shaping the service climate. A service system is a system in the organization that continuously delivers excellent service quality.

As stated in the introduction, previous studies have portrayed some antecedents of OSO. For example, the human resources management system (Bowen & Schneider, 2014), such as service reward (Antioco et al., 2008), and the number of full and part-time employees (Homburg et al., 2002). In relation to culture and management/leadership style; leader and manager behaviors (Teng & Barrows, 2009); leadership style (Antioco et al., 2008; Bowen & Schneider, 2014); managers motivation (Zaiem, 2017); management values (Gebauer et al., 2010); the customer orientation of the firm (Homburg et al., 2002); perceived management support (Teng & Barrows, 2009), perceived support from coworkers (Teng & Barrows, 2009); the customer orientation of the firm (Homburg et al., 2002). In relation to the process, systems support is provided by operations, marketing, IT (Bowen & Schneider, 2014).

## **2.1 Hypotheses Development**

Self-savvy is an essential competency in service leaders' competencies. It portrays the leaders' ability to manage themselves, acting as a core foundation. Self-savvy includes several aspects that enable organizational service orientation. Self-savvy covers some indicators such as "Leaders act consistently with their own words" or "Leaders practice self-control and anger management." As a result, this competency can enhance followers' and others' trust. In addition, the items 'Leaders model an infectious positive attitude' and "Leaders treat others with respect and dignity" indicate leaders' sincerity in serving others.

Moreover, the competencies of "hold others appropriately accountable for result" demonstrate leaders' ability to build a service system for service orientation. In short, self-savvy shows leaders as good role models and indicates leaders' commitments and competencies in forming and enhancing service climate. Thus, this study proposes:

H1: There is a significant relationship between self-savvy and organizational service orientation

People-savvy implies the competencies of leaders not only to inspire but also to develop and maintain interaction and interact with others, such as employees and customers. Indicators of "takes pride in the exceptional personality of service" and "fosters a climate where individualized service can thrive" portray leaders' competencies in forming customers' focus culture and service system behavior. Moreover, people-savvy influence OSO as its basis foundation for effective communication. Effective communication allows leaders to convey their vision and values to inspire employees to provide exceptional service. The ability to "networked inside the organization," "communicate ideas openly and directly", and "preserve relationships in heated or difficult situations" are some indicators of being people-savvy. People-savvy stimulates OSO by enabling leaders to connect and inspire employees to provide high-quality service. This study proposes:

H2: There is a significant relationship between people-savvy and organizational service orientation.

Business-savvy covers the competencies in specific service areas and general business competencies. Having business competencies will support leaders in enhancing organizational service orientation. The competencies of "establishing a process to provide consistent service" and "acting effectively to implement ideas to improve service efficiency" help leaders set up service systems and behaviors. In addition, the nature of the service industry, which is inseparable and variable, makes the competency of "using all resources to get the best results for all situations" pivotal. It allows the leaders to orchestrate the organization's resources to provide high-quality service. The competency of "make things convenient for customers" strengthens the customer focus and enables employee empowerment in delivering excellent service. In short, business savvy covers competencies that enable leaders to enhance service orientation. Thus, this study proposes:

H3: There is a significant relationship between people-savvy and organizational service orientation

Service leaders' competencies covering self-savvy, people-savvy, and business savvy are comprehended in building and maintaining organizational service orientation. Leaders, their professionalism, service standard behaviors, and values are the foundation for forming a service climate (Yoon et al., 2001). Leaders' actions or behaviors strongly impact organizational service orientation or service climate (Bowen & Schneider, 2014). Service-oriented leadership substantially impacts service climate more than generic leadership forms (Bowen & Schneider, 2014). Service-oriented leaders enhance firms' service climate (Hoang et al., 2017). Moreover, Ande et al. (2024) show that service leaders' competencies significantly influence organizational service orientation. Thus, this study proposes:

H4: There is a significant relationship between service leaders' competencies and organizational service orientation

The proposed model of this study is stated in Figures 1 and 2. Figure 1 Shows model 1 of this paper. It shows that self-savvy, people savvy, and business savvy are treated as independent variables, whereas in model 2, they are treated as dimensions of service leaders' competencies.

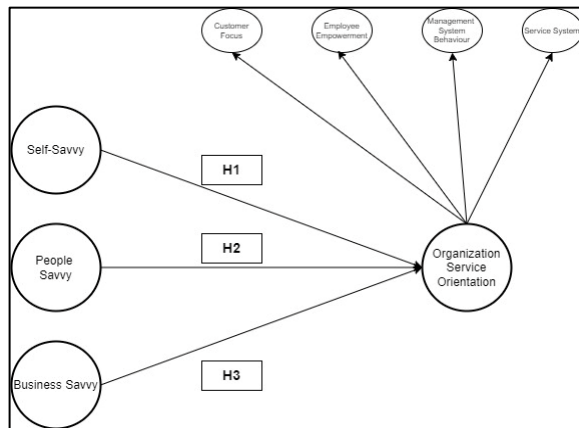


Figure 1: Conceptual Model 1

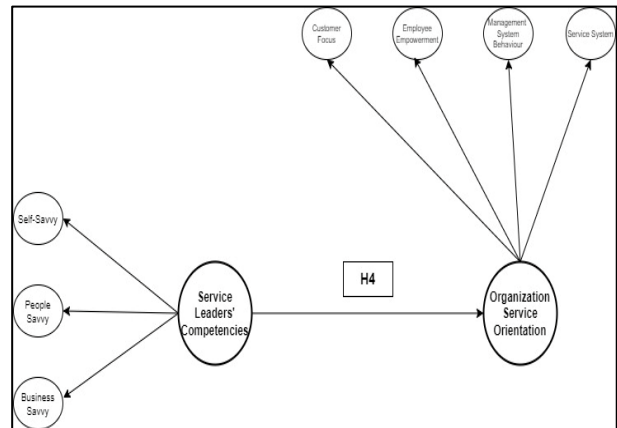


Figure 2: Conceptual Model 2

### 3.0 Methods

#### 3.1. Sample

The unit of analysis in this study is the service organization, represented by managerial-level employees. At first, we contacted the firms by telephone or coming to their office. If they agree, they fill out the questionnaire online. As a result, 152 samples were collected. Kock and Handaya (2018), with a significant level of 5% and a minimum path coefficient of 0.21, show that the minimum sample required is 69. In addition, Hair et al. (2019) stated that the minimal sample size of 100 for a model with five constructs or fewer. Based on the above studies, this study meets the sample requirement. The organization detail is shown in Table 1. Most organizations have been in the business for 5-10 years and have 11-20 employees.

Table 1: Organization Demography

Items	%
<b>Years in Business</b>	
<5	2.63%
5–10	60.53%
11–16	26.32%
>16	10.53%
	100%
<b>No of Employee</b>	
<10	8.55%
11–20	82.89%
21-30	4.61%
>30	3.95%
	100.00%

### 3.2. Measurement

The measurement of self-savvy, people-savvy, and business savvy was adopted from Testa and Sipe (2012), whereas indicators of organizational service orientation from Lee et al. (1999) and Lytle et al. (1998). The questionnaire utilized a five-point scale, ranging from “1 = strongly disagree” to “5 = strongly agree”

### 3.3. Data Analysis

This study is a quantitative study that involves three stages. Firstly, analyzing the respondents' profile and descriptive data. Then, to ensure validity, reliability, and the model fit, we conducted a confirmatory factor analysis and calculated the Construct Reliability (CR), Average Variance Extracted (AVE), and loading factors. The variables and indicators are valid if loading factors are  $\geq 0.5$  (Hair et al., 2019). The reliability is measured by CR (above  $\geq 0.5$ ) and AVE (above  $\geq 0.5$ ) (Hair et al., 2019). The criteria for measuring model fit are  $p\text{-value} > 0.05$ ,  $RMSEA < 0.08$ ,  $SRMR \leq 0.04$ , CFI and RFI (the value should be near 1), and  $CMINDF < 0.05$ . Lastly, structural model analysis used Structural Equation Modelling (SEM) to test the relationship between variables. Lisrel 8.80 was used for the data analyses. However, since there are two models, model 1 for H1, H2, and H3, and model 2 for H4, this study conducted structural model analyses twice. Thus, each model has its measurement test and structural path analysis.

## 4.0 Results and Discussion

### 4.1 Descriptive analysis

The descriptive analysis is shown in Table 2. It shows the mean, median, minimum, maximum, and standard deviation of the questionnaire response. Generally, for all indicators, the mean ranges between 4.5 and 4.7. This implies that indicators are likely related or adopted with organizations' conduct.

**Table 2: Descriptive Analysis**

Variable	Indicators	Mean	Median	Min	Max	SD
Self-Savvy	SLCSS01	4.7	5	3	5	0.40
	SLCSS04	4.7	5	3	5	0.42
	SLCSS05	4.6	5	3	5	0.47
	SLCSS06	4.6	4.5	3	5	0.49
People Savvy	SLCPS01	4.6	4.5	2.5	5	0.50
	SLCPS02	4.6	4.5	3	5	0.45
	SLCPS03	4.6	5	3	5	0.45
	SLCPS05	4.5	4.5	2.5	5	0.51
Business Savvy	SLCBS01	4.6	4.5	3	5	0.48
	SLCBS02	4.5	4.5	3	5	0.52
	SLCBS03	4.6	4.5	2	5	0.51
	SLCBS07	4.5	4.5	1	5	0.59
OSO - Customer Focus	SLCBS08	4.5	4.5	3	5	0.49
	OSOCF01	4.6	4.5	3.5	5	0.44
	OSOCF03	4.7	5	3	5	0.45
	OSOCF04	4.5	4.5	3	5	0.48
OSO - Employee Empowerment	OSOCF07	4.6	4.5	3.5	5	0.41
	OSOEE01	4.5	4.5	2	5	0.52
	OSOEE02	4.5	4.5	2	5	0.54
	OSOEE03	4.5	4.5	2	5	0.51
OSO - Behaviour Management System	OSOSB01	4.5	4.5	3	5	0.47
	OSOSB02	4.5	4.5	3	5	0.48
	OSOSB06	4.5	4.5	2.5	5	0.47
OSO - Service System	OSOSS01	4.5	4.5	2.5	5	0.51
	OSOSS03	4.6	4.5	3	5	0.45
	OSOSS04	4.5	4.5	3	5	0.48
	OSOSS05	4.5	4.5	3	5	0.46

#### 4.2 Reliability and Validity Test

Table 3. depicts the validity and reliability of each indicator, dimension, and latent variables. The loading factors range from 0.67 to 0.87, ensuring the validity of the variables and indicators. The number of CR and AVE confirm the reliability of the variable as they are all above the cut-off point of  $\geq 0.07$  (CR) and  $\geq 0.50$  (AVE).

**Table 3: Validity and Reliability**

Variable	Validity	Reliability	
	Standardized Loading Factors $\geq 0.05$	CR $\geq 0.07$	AVE $\geq 0.50$
<b>Service Leaders' Competencies</b>		<b>0.94</b>	<b>0.54</b>
<b>Self-Savvy</b>		0.80	0.50
SLCSS01	0.7		
SLCSS04	0.68		
SLCSS05	0.74		
SLCSS06	0.71		
<b>People-Savvy</b>		0.85	0.53
SLCPS01	0.7		
SLCPS02	0.77		
SLCPS03	0.65		
SLCPS05	0.78		
SLCPS010	0.72		
<b>Business Savvy</b>		0.87	0.58
SLCBS01	0.7		
SLCBS02	0.82		
SLCBS03	0.79		
SLCBS07	0.76		
SLCBS08	0.74		
<b>Organization Service Orientation</b>		<b>0.95</b>	<b>0.58</b>
Customer Focus		0.80	0.50
OSOFC01	0.67		
OSOFC03	0.76		
OSOFC04	0.67		
<b>Employee Empowerment</b>		0.79	0.56
OSOEE01	0.71		
OSOEE02	0.71		
OSOEE03	0.82		
<b>Managerial System Behaviour</b>		0.86	0.67
OSOSB01	0.81		
OSOSB02	0.87		
OSOSB06	0.77		
<b>Service System</b>		0.86	0.61
OSOSS01	0.8		
OSOSS03	0.71		
OSOSS04	0.84		
OSOSS05	0.77		

### 4.3 Measurement and Structural Test

This study has two models, so the author conducted the measurement and structural test twice. The measurement model results show that the numbers are similar for both models. However, they affirm the model's goodness of fit. The p-value, RMSEA, SRMR, CFI, RFI, and CMINDF values meet the model fit criteria.

On the other hand, the structural analysis results show that H1, H2, and H3 are not supported, and H4 is supported. A hypothesis is accepted if it has a t-value  $\geq 1.65$  (one tail with 95% degree of confidence). The statistical result shows that the t-value of H1 is 0.82, H2 is -1.08, and H3 is 0.29, all below the cut-off number of 1.65. Thus, H1, H2, and H3 are not supported. On the contrary, the t-value of H4 is 7.41, above the t-statistic of 1.65. Then, H4 is supported. The results of measurement and structural model analysis are illustrated in Figure 3. And Figure 4.

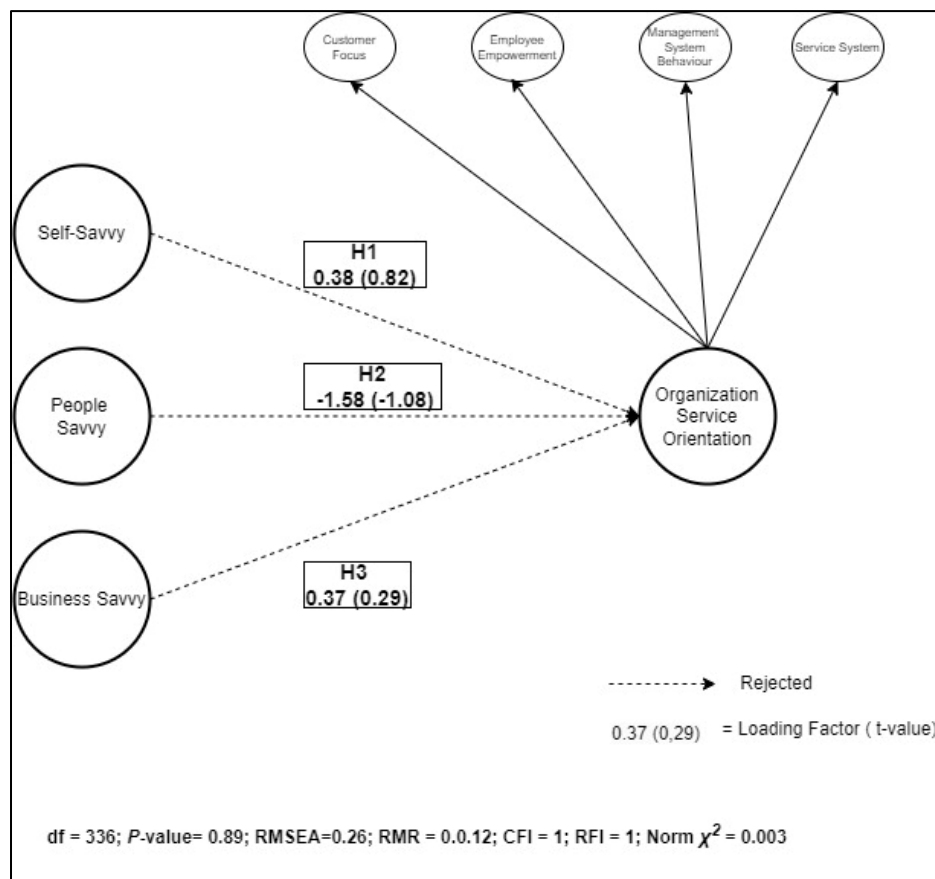


Figure 3: Model 1, Measurement and Structural Test Result

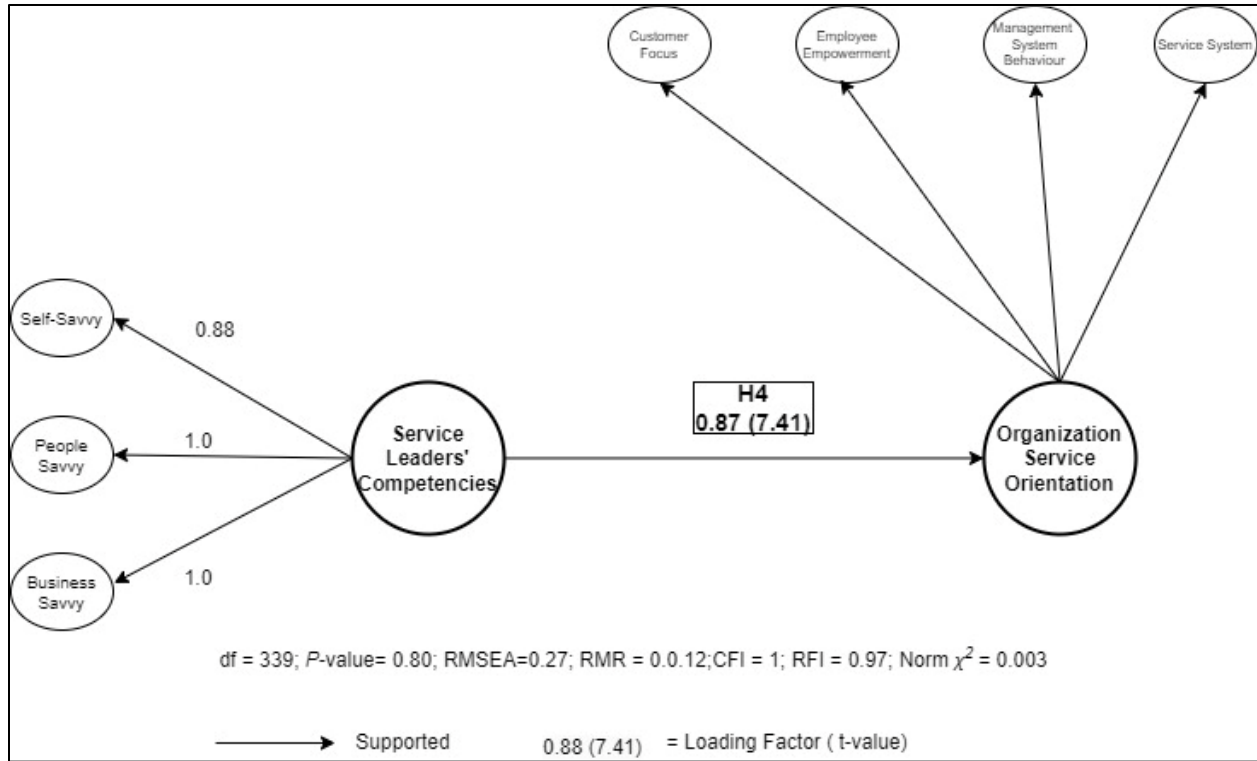


Figure 4: Model 2, Measurement and Structural Test Result

#### 4.4. Discussion

The validity, reliability, and measurement results, as shown in Table 2. and Figure 3, ensure the model's fitness. However, path analysis shows that there is not enough evidence to support H1. Even though leaders have good self-management skills and may act as good role models and radiate positive energy, this is not enough to build an organization's service orientation. Likewise, having the ability to communicate effectively and inspire people is not robust enough to influence an organization's service orientation. In other words, people-savvy only cannot enhance organization service orientation, thus H2 is rejected. This finding contradicts Kakemam and Dargahi (2019), who found that people management is the most crucial competency perceived by chief executive officers of hospitals in Tehran, Iran. Similarly, leaders with high business savvy cannot form an organization's service orientation, so H3 is rejected. In short, no competencies alone can influence service climate.

In model 2, each competency is combined in the variable of service leaders' competencies (SLC), in which each competency is treated as a dimension. The measurement test indicates that the model has a good fit. Likewise, the structural path analysis confirms the relationship between SLC and OSO; thus, H4 is supported. The loading factor of 0.87 indicates that SLC has a powerful impact on building organization service orientation. In addition, each competency has a significant impact on forming SLC. People and business savvy strongly impact forming SLC as they have the loading factors of 1. Even though the loading factor of self-savvy is below people and businesses savvy, its number is still relatively high (0.88). In essence, when these competencies are combined in the variable of SLC, they significantly influence OSO.

This finding is in line with the study done by Ande et al. (2024). However, their study measured each dimension using a latent variable score (LVS). Thus, their study cannot elaborate on which competencies strongly impact forming the dimensions.

Looking at the indicators, the competency of "established processes to provide consistent service" has the most significant impact on business savvy, followed by the competency of "act efficiently to implement ideas to improve service efficiency." These two indicators are significant competencies in business as they have loading factors of 0.82 and 0.79. Likewise, the competencies of "fosters a climate where individualized service can thrive" and "preserves relationships in heated or difficult situations" are significant in forming people-savvy. They have the loading factors of 0.78 and 0.77. Lastly, in self-savvy, the competency of 'model an infectious positive attitude" and "practice self-control and anger management" are substantial in self-savvy.

## **5. Conclusion**

This research paper aims to understand which competencies have a more powerful impact on OSO. Statistical results show that no competency alone can influence OSO. It implies that no competency is more potent than others if treated separately. However, if these competencies are combined in the latent variable of SLC, then it significantly impacts OSO. In this model, each competency is treated as a dimension of SLC. In short, leaders should have these three competencies to enhance OSO. Looking at the loading factors, these three competencies substantially impact forming SLC. Their loading factor ranges from 0.88 to 1. However, people and business savvy have a higher loading factor (1.0) than self-savvy.

This paper contributes to the literature by enhancing the understanding of service leaders' competencies. This paper shows the significance of the impact of service leaders' competencies. In addition, this paper may benefit the hospitality and tourism industry, as it shows that all competencies matter. Leaders should develop these competencies and not focus only on specific competencies.

This paper has several limitations. Firstly, there is a tendency for a homogenous sample since the sample was taken in one period in one country and industry. Future research might take samples from various industries to enrich the findings. In addition, this paper focuses on service leaders' competencies as antecedents of OSO. Future research may elaborate on other variables as antecedents of OSO.

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Surat kami : 700-KPK (PRP.UP.1/20/1)

Tarikh : 20 Januari 2023

Prof. Madya Dr. Nur Hisham Ibrahim  
Rektor  
Universiti Teknologi MARA  
Cawangan Perak



Tuan,

**PERMOHONAN KELULUSAN MEMUAT NAIK PENERBITAN UiTM CAWANGAN PERAK MELALUI REPOSITORI INSTITUSI UiTM (IR)**

Perkara di atas adalah dirujuk.

2. Adalah dimaklumkan bahawa pihak kami ingin memohon kelulusan tuan untuk mengimbas (*digitize*) dan memuat naik semua jenis penerbitan di bawah UiTM Cawangan Perak melalui Repositori Institusi UiTM, PTAR.

3. Tujuan permohonan ini adalah bagi membolehkan akses yang lebih meluas oleh pengguna perpustakaan terhadap semua maklumat yang terkandung di dalam penerbitan melalui laman Web PTAR UiTM Cawangan Perak.

Kelulusan daripada pihak tuan dalam perkara ini amat dihargai.

Sekian, terima kasih.

“BERKHIDMAT UNTUK NEGARA”

Saya yang menjalankan amanah,

*Setuju.*

*27.1.2023*

**SITI BASRIYAH SHAIK BAHARUDIN**  
Timbalan Ketua Pustakawan

PROF. MADYA DR. NUR HISHAM IBRAHIM  
REKTOR  
UNIVERSITI TEKNOLOGI MARA  
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*nar*