

**Leader's Islamic spirituality and social responsibilities impact on employees
work engagement: an empirical study**

A thesis Submitted in fulfillment of the requirements for the degree of MS
(SHRM)

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Declaration

I Sehar Azhar, ID #.14002205006, Session _____, hereby certify that this thesis is being submitted in partial fulfillment of the requirements for the MS (SHRM) degree in School of Business and Economics

This thesis is my original work, and the data/material presented herein has not been used for the acquisition of any other degree from any institution.

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Dedication

I dedicated this thesis to my beloved parents, my strong pillar, my source of motivation, strength, wisdom, knowledge and understanding.

Acknowledgement

In the name of Allah (SWT), the most Beneficial, the most Merciful. All praise to Allah (SWT), without his blessings given to me, not possible to complete this thesis.

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ABSTRACT

Employee's Work Engagement has become an important concern in organizations for accomplishing long run viable competitive advantages. The aim of current study was to examine the linkage among Islamic spirituality and Islamic leadership responsibility, with the employee work engagement. Using a purposive sampling technique, the survey data utilized for this empirical research was drawn from 380 respondents from Small and Micro level organizations in Lahore. Regression analysis has been used through SPSS software; the study tests several hypotheses that the components of leader's Islamic Spirituality and social responsibility will exert statistically significant impacts on employee work engagement. The study found support for both main hypotheses.

Keywords: work engagement, Islamic Leadership, Spirituality, Social Exchange Theory, Sadakah, Integrity, Beliefs, Repentance

Table of Contents

LIST OF TABLES	8
LIST OF FIGURES	9
LIST OF ABBREVIATION.....	10
CHAPTER 1INTRODUCTION	11
1.1 Background of the Study.....	11
1.2 Problem Statement.....	Error! Bookmark not defined.
1.3 Research Questions	Error! Bookmark not defined.
1.4 Research Objective	Error! Bookmark not defined.
1.5 Scope and Delimitation.....	Error! Bookmark not defined.
1.6 Significance	Error! Bookmark not defined.
1.6.1 Theoretical Significance	Error! Bookmark not defined.
1.6.2 Managerial Significance	Error! Bookmark not defined.
1.6.3 Individual Significance.....	Error! Bookmark not defined.
1.7 Operational Definition	Error! Bookmark not defined.
1.8 Organization of Thesis.....	Error! Bookmark not defined.
CHAPTER 2LITERATURE REVIEW	Error! Bookmark not defined.
2.1 Chapter Overview	Error! Bookmark not defined.
2.2 Employee Engagement	Error! Bookmark not defined.
2.2.1 Summary:	Error! Bookmark not defined.
2.3 Leadership.....	Error! Bookmark not defined.
2.3.1 Conventional and Islamic Approach to Leadership	Error! Bookmark not defined.
2.3.2 Islamic Leadership.....	Error! Bookmark not defined.
2.3.3 Islamic Leadership Conceptualization.....	Error! Bookmark not defined.
2.3.4 Value of Leadership.....	Error! Bookmark not defined.
2.3.5 The Trust	Error! Bookmark not defined.
2.3.6 Spirituality	Error! Bookmark not defined.
2.3.7 Leader's Responsibilities in Islam.....	Error! Bookmark not defined.
2.3.8 Models on Islamic Leadership.....	Error! Bookmark not defined.
CHAPTER 3THEORY AND HYPOTHESES.....	Error! Bookmark not defined.
3.1 Chapter Overview	Error! Bookmark not defined.

3.2	Theoretical Framework.....	Error! Bookmark not defined.
3.3	Social Exchange Theory (SET).....	Error! Bookmark not defined.
3.4	Hypothesis Development.....	Error! Bookmark not defined.
3.4.1	Spirituality and Employee Engagement.....	Error! Bookmark not defined.
3.4.2	Emotional Control and Employee Engagement.....	Error! Bookmark not defined.
3.4.3	Forgiveness and Employee Engagement	Error! Bookmark not defined.
3.4.4	Justice and Employee Engagement.....	Error! Bookmark not defined.
3.4.5	Integrity and Employee Engagement.....	Error! Bookmark not defined.
3.4.6	Patience and Employee Engagement	Error! Bookmark not defined.
3.4.7	Charity (<i>Sadakah</i>) and Employee Engagement.....	Error! Bookmark not defined.
CHAPTER 4RESEARCH METHOD		Error! Bookmark not defined.
4.1	Introduction	Error! Bookmark not defined.
4.2	Research Paradigm	Error! Bookmark not defined.
4.3	Research Design.....	Error! Bookmark not defined.
4.4	Data Collection.....	Error! Bookmark not defined.
4.4.1	Population.....	Error! Bookmark not defined.
4.4.2	Sampling.....	Error! Bookmark not defined.
4.4.3	Sampling Frame.....	Error! Bookmark not defined.
4.4.4	Sampling Technique.....	Error! Bookmark not defined.
4.4.5	Sample Size	Error! Bookmark not defined.
4.5	Measurement.....	Error! Bookmark not defined.
4.5.1	Work Engagement	Error! Bookmark not defined.
4.5.2	Islamic Leadership Responsibilities.....	Error! Bookmark not defined.
4.5.3	Islamic Leader Spirituality	Error! Bookmark not defined.
4.6	Data Analysis Tools	Error! Bookmark not defined.
CHAPTER 5Data Analysis and Results		Error! Bookmark not defined.
5.1	Introduction	Error! Bookmark not defined.
5.2	Descriptive Analysis	Error! Bookmark not defined.
5.2.1	Sample Participant's Demographics	Error! Bookmark not defined.
5.2.2	Normality	Error! Bookmark not defined.
5.3	Factor Analysis	Error! Bookmark not defined.
5.4	Modified Framework	Error! Bookmark not defined.

5.4.1	Integrity.....	Error! Bookmark not defined.
5.5	Reliability Analysis.....	Error! Bookmark not defined.
5.6	Mean, Standard Deviation and Correlation.....	Error! Bookmark not defined.
5.7	T-TEST and One way ANOVA.....	Error! Bookmark not defined.
5.8	Regression Analysis.....	Error! Bookmark not defined.
5.9	Hypotheses Summary	Error! Bookmark not defined.
CHAPTER 6Discussion		Error! Bookmark not defined.
6.1	Chapter Overview	Error! Bookmark not defined.
6.2	Summary of the research study.....	Error! Bookmark not defined.
6.3	Conclusive finding from empirical research.....	Error! Bookmark not defined.
6.3.1	Research question 1: Do Islamic Leader’s Spirituality characteristic of a leader enhance the employee’s work engagement?	Error! Bookmark not defined.
6.3.2	Research question 2: Do Islamic Leadership Social Responsibilities enhance the employee’s work engagement?.....	Error! Bookmark not defined.
6.4	Contributions and Implications.....	Error! Bookmark not defined.
6.4.1	Theoretical Implication	Error! Bookmark not defined.
6.4.2	Managerial Implications.....	Error! Bookmark not defined.
6.5	Limitation and Recommendation for Future Research	Error! Bookmark not defined.
6.6	Conclusion.....	Error! Bookmark not defined.
REFERENCES.....		Error! Bookmark not defined.
APPENDIX.....		Error! Bookmark not defined.

LIST OF TABLES

Table 2.2.1 : Defining Employee Engagement through Practitioners as well as through Academicians	Error! Bookmark not defined.
Table 2.3.1 : Comparison between Conventional and Islamic approach of Leadership.....	Error! Bookmark not defined.
Table 4.5.1 : Reliability of Variables	Error! Bookmark not defined.
Table 5.2.1: Demographic Representation.....	Error! Bookmark not defined.
Table 5.2.2: Individual item wise Normality	Error! Bookmark not defined.
Table 5.3.1: Factor analysis outcomes for spirituality	Error! Bookmark not defined.
Table 5.3.2: Factor Analysis outcomes for Islamic Leadership.....	Error! Bookmark not defined.
Table 5.5.1: Modified Reliability Analysis.....	Error! Bookmark not defined.
Table 5.6.1: Mean, S.D. and Correlations.....	Error! Bookmark not defined.
Table 5.7.1: T-test analysis for comparing means	Error! Bookmark not defined.
Table 5.7.2: One way ANOVA outcomes	Error! Bookmark not defined.
Table 5.8.1: Regression Analysis.....	Error! Bookmark not defined.
Table 5.9.1: Summary Hypotheses result	Error! Bookmark not defined.

LIST OF FIGURES

Figure 3.2.1 : Conceptual Model	Error! Bookmark not defined.
Figure 5.4.1: Modified Conceptual Model.....	Error! Bookmark not defined.

LIST OF ABBREVIATION

EWE	Employee Work Engagement
HRM	Human Resource Management
IL	Islamic Leadership
OCB	Organizational Citizenship Behavior
PBUH	Peace be Upon Him
SAW	<i>Sallallahu Alaihi Wasallam</i>
SET	Social Exchange Theory
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
SWT	<i>Subhanahu Wa Ta'allah</i>

CHAPTER

INTRODUCTION

1.1 Background of the Study

An engaged workforce contributes to individual, team, and organizational performance (Christian, Garza, & Slaughter, 2011). Higher level of employee's work engagement has remarkable impact on financial performance (see Appendix A) (Macey, Schneider, Barbera, & Young, 2009). The Harter, Schmidt, and Hayes (2002), stated that high level of employee's work engagement has positive association with level of customer satisfaction, effective productivity, and also profitability, on the other hand negative association with employees turnover and intention to leave (Federman, 2009; Robbins & Judge, 2013). The studies also affirmed that the engaged workforce is a vital predictor of corporation performance during tough economy (Harter et al., 2002; Harter, Schmidt, Killham, & Agarwal, 2009; O'Boyle & Harter, 2013; Sorenson, 2013). The meta-analysis confirmed that employee's work engagement has positively related with performance across various corporation from assorted industries of the world (see Appendix B) (Sorenson, 2013).