

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIP BETWEEN WORKLOAD, ISLAMIC WORK ETHIC,
SUPERVISORY SUPPORT AND WORK ENGAGEMENT AMONG ISLAMIC
BANK EMPLOYEES**

MUHAMMAD UZAIR AL-AFNAN BIN MOHD NADZRI



**Thesis Submitted to
College of Business
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for
the Master of Human Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

MUHAMMAD UZAIR AL-AFNAN BIN MOHD NADZRI (827287)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE RELATIONSHIP BETWEEN WORKLOAD, ISLAMIC WORK ETHIC, SUPERVISORY SUPPORT
AND WORK ENGAGEMENT AMONG ISLAMIC BANK EMPLOYEES**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia Pertama : **ENCIK MOHD RASUL BIN MOHAMMAD NOOR**
(Name of 1st Supervisor)

Tandatangan
(Signature)

Nama Penyelia Kedua : **PROF. MADYA DR. MOHD FAIZAL BIN MOHD ISA**
(Name of 2nd Supervisor)

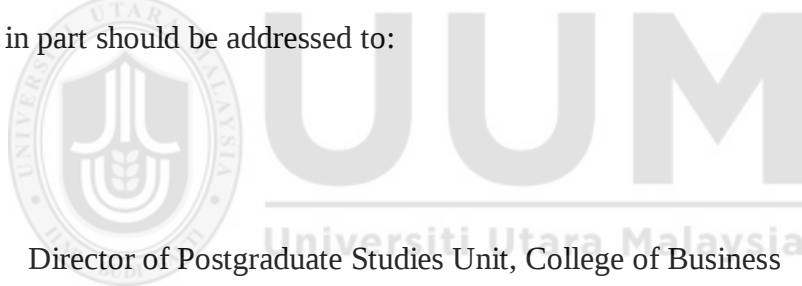
Tandatangan
(Signature)

Tarikh : **6 APRIL 2023**
(Date)

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of School of Business Management (SBM) where I did my dissertation / project paper. It is understood that any copying or publication or use of this dissertation / project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation / project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:



Director of Postgraduate Studies Unit, College of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

This study focuses on the relationship of workload, Islamic work ethic, supervisory support and work engagement among among Islamic bank employees. The research framework consists of work engagement as the dependent variable and three factors were examined as the independent variables namely, workload, Islamic work ethic and supervisory support. A total of 134 questionnaires were distributed to the Bank Islam branches and the response rate is 100%. Data collected were analyzed by using Statistical Package for Social Sciences (SPSS) version 26. Statistical techniques such as multiple regression analysis, positive correlation analysis, descriptive analysis and reliability analysis were used. The findings revealed that Islamic work ethic and supervisory support positively correlated to work engagement. Further, few implications and recommendations are suggested in this study.

Keywords: work engagement, workload, Islamic work ethic, supervisory support

ABSTRAK

Kajian ini memberi tumpuan kepada hubungan antara beban kerja, etika kerja Islam, sokongan penyeliaan dan penglibatan kerja dalam kalangan pekerja perbankan Islam. Rangka kerja kajian terdiri daripada penglibatan kerja sebagai pembolehubah bersandar dan tiga faktor telah diteliti sebagai pembolehubah tidak bersandar iaitu beban kerja, etika kerja Islam dan sokongan penyelia. Sebanyak 134 soal selidik telah diedarkan ke cawangan Bank Islam dan peratusan respons adalah 100%. Data yang dikumpul, dianalisis menggunakan perisian *Statistical Package for Social Sciences* (SPSS) versi 26. Teknik statistik seperti analisis regresi berganda, analisis korelasi positif, analisis deskriptif dan analisis kebolehpercayaan digunakan. Penemuan menunjukkan bahawa etika kerja Islam dan sokongan penyeliaan berkorelasi positif dengan penglibatan kerja. Selanjutnya, beberapa implikasi dan cadangan dicadangkan dalam kajian ini.

Kata kunci: beban kerja, etika kerja Islam, sokongan penyelia dan penglibatan kerja

ACKNOWLEDGEMENT

In the Name of Allah, of the Most Gracious and the Most Merciful

Firstly, praise and gratitude to Allah, the Almighty, for His showers of blessings during my study, which enabled me to successfully complete the research paper.

I would like to convey my sincere appreciation to my research supervisors, Assoc. Prof. Dr. Mohd Faizal Mohd Isa and Mr. Mohd Rasul Bin Mohammad Noor, for allowing me to have a chance to do the research and offering invaluable guidance during the process of completing the research project. Thank you from deep down of my heart to both of my supervisors who give endless guidance and support in ensuring this piece of work becomes a reality. It is such a great and wonderful experience I ever had during my study journey.

I am profoundly grateful to my parents, Rashidah binti Bestani and Mohd Nadzri Bin Hassan and also my siblings for their prayers, care and endless support. Lastly, deepest appreciation for those directly and indirectly who had assisted me throughout the study.

Finally, may Allah bless and reward us who had made this work a success and may it be accepted as our Act of Obedience to Him.

TABLE OF CONTENTS

PERMISSION TO USE.....	II
ABSTRACT.....	III
ABSTRAK.....	IV
ACKNOWLEDGEMENT.....	V
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Background of the study.....	1
1.2 Problem statement.....	5
1.3 Research Questions	9
1.4 Research objectives	10
1.5 Significance of study	10
1.6 Scope of Study	12
1.7 Definition of Key Terms	13
CHAPTER 2	15
LITERATURE REVIEW	15
2.0 Introduction.....	15
2.1 Work engagement	15
2.2 Dimension of Work Engagement.....	16
2.3 Previous studies on Work Engagement.....	20
2.3.1 Workload.....	22
2.3.2 Islamic Working Ethic	23
2.3.3 Supervisory support	31
2.4 Job Demands - Resources Model.....	33
2.5 Research Framework.....	35
CHAPTER 3	37
METHODOLOGY.....	37
3.0 Introduction.....	37
3.1 Research Design.....	37
3.2 Population and Sampling Method.....	38

3.2.1 Population.....	38
3.2.2 Sampling Method.....	39
3.3 Operational Definition and Measurements.....	41
3.3.1 Work Engagement Measure	41
3.3.2 Workload Measures	43
3.3.3 Islamic Work Ethic measures	44
3.3.4 Supervisory Support measures	49
3.4 Questionnaire Design	50
3.5 Pilot Test.....	51
3.6 Data Collection Procedure.....	52
3.7 Data Analysis Technique	53
3.7.1 Correlation Analysis	53
3.7.2 Regression Analysis.....	54
CHAPTER 4	56
RESULT AND FINDINGS	56
4.0 INTRODUCTION	56
4.1 Response Rate.....	56
4.2 Descriptive Analysis	58
4.3 Reliability Test.....	60
4.4 Correlation Analysis.....	61
4.5 Multiple Regression Analysis	62
4.6 Conclusion	63
CHAPTER 5	64
DISCUSSION, RECOMMENDATION AND CONCLUSIONS	64
5.0 Introduction.....	64
5.1 Summary of the Research.....	64
5.2 RO1 : Relationship between Workload and Work Engagement	65
5.3 RO2 : Relationship between Islamic Work Ethic and Work Engagement.....	66
5.4 RO3 : Relationship between Supervisory Support and Work Engagement	67
5.5 RO4 Work Engagement is affected by Workload, Islamic Work Ethic, and Supervisory Support.....	69
5.6 Implication for Practice	69

5.7 Limitation and Direction for Future Research.....	72
5.8 Conclusions.....	73
REFERENCES.....	74
APPENDICES	86



CHAPTER 1

INTRODUCTION

1.1 Background of the study

It is becoming increasingly difficult for organizations to find and keep great individuals in today's workplace, which is essential for defining an organization's success and long-term competitive edge. In today's workplace, competition and change are two of the most prominent factors. In addition, businesses have a duty to provide an environment in which workers can realize their full potential and take an interest in the work they do.

Competition can be a driving force for innovation and can lead to increased productivity and improved outcomes (Forbes, 2019). When employees are competing for promotions or bonuses, it can motivate them to work harder and be more productive. However, it is important that the competition is fair and transparent, and that employees are not pitted against each other in a way that creates a toxic work environment or promotes unethical behavior.

Change is also necessary for organizations to adapt and stay competitive in today's fast-paced business environment (Beer, M., & Nohria, N. 2000). It can lead to improvements in processes, products, and services, and can help organizations stay relevant and successful. However, change can also be disruptive and cause stress and anxiety for employees, so it is important that organizations provide support and resources to help employees navigate change.

Research conducted in the field of organizational behavior has revealed, on multiple occasions, that increasing human potential is essential to enhancing the performance of an organization. Academics are progressively placing an emphasis on positive organizational behavior, including work engagement, which motivates them to place a priority on theory creation and conduct out significant research in this field. The idea of being engaged in one's work quickly becomes a primary focus of attention for both leaders and managers in corporate settings, such as those found in the banking and finance industries.

Work engagement has emerged as a critical factor that may be utilized to evaluate a company's vigor and the direction it is headed toward achieving exceptional performance. Employees who are engaged in their work are more productive, customer-focused, and committed to the success of their organizations, as stated by Gallup (2023) in the State of the Global Workplace Report, which demonstrates how important work engagement is to the success of businesses by stating that engaged employees are more committed to the success of their organizations.

Global work engagement is low. The report found that only 15% of employees around the world are engaged in their jobs, which means they care about their work and are focused on making it better for their companies. Most employees (67%) are not engaged, which means they are

at work but not fully committed to it. Of those, 18% are actively disengaged, which means they are unhappy and not productive. Engagement levels are different in each region. The report found that engagement levels are very different in each region. For example, work engagement is highest in the Americas (31%) and lowest in Asia (12%) and Europe (10%). The report also found that engagement levels vary by industry.

Management is a key part of work engagement. The report shows how important management is by saying that engaged employees are more likely to have a good relationship with their manager and to get feedback and praise for their work on a regular basis. Well-being is important for engagement. The report also says that employees who are well-supported and have access to wellness programme and resources are more likely to be engaged in their work.

The report also found that there is a big difference in how engaged employees are based on their age, with younger workers being less engaged than older workers. This is especially true in Asia, where only 6% of workers ages 18–29 are engaged in their jobs, while 20% of workers ages 30 and older are. The report also talks about how engagement affects business outcomes. It says that companies with highly engaged employees have lower turnover rates, higher customer satisfaction, and better financial performance than companies with low levels of engagement.

According to Mercer's Global Talent Trends Report, (2021) The pandemic has sped up the trend towards flexible work arrangements, and employees want more freedom and control over their work. Employers who make flexibility a priority in their policies and practice will be more appealing to job seekers and have employees who are more engaged and stay with the company longer.

Mental health and well-being are very important. The pandemic has shown how important these things are in the workplace. If an employer cares about their employees' mental and emotional health, they will have a more engaged and productive staff.

Diversity, equity, and inclusion (DEI) are very important. The events of the past year have brought systemic racism and social justice to the forefront. Employers who put diversity, equity, and inclusion (DEI) at the centre of their policies and practice will be more appealing to job seekers and have a more loyal and engaged staff. The pandemic has sped up the pace of digital transformation, and many organizations are struggling to keep up with the new skills that will be needed for the future of work. Employers who invest in reskill and up-skill their workers will have a more flexible and engaged workforce. Employees want more out of their jobs than just a paycheck, so purpose and values are important. They want to work for companies that have a clear mission and values that are similar to their own. When employers put purpose and values first, their employees will be more engaged and committed to their jobs.

1.2 Problem Statement

It is necessary for the organization to demonstrate genuine concern for its workforce. Workers want to feel passionate about the organization for which they are working in addition to being interested in the activities of their jobs and devoted to their coworkers. Businesses are coming to the realization that they need to engage their people in order to thrive in a world where economic shifts are merging and globalization is accelerating. The preceding problem most certainly pertains to the business sector. Yet in addition to this, there were not many difficulties or pressures placed on the Islamic-related companies, particularly the banking industries.

According to Aon Hewitt's Trends in Global Employee Engagement Report (2020), Global work engagement has been steadily going up. In 2020, Aon Hewitt found that global employee engagement went from 59% to 60%, continuing a trend of steady growth over the past few years. Engagement levels vary widely by region and country, with the highest in Latin America (69%) and the lowest in Europe (53%). Even within the same country, there can be big differences between regions or cities. Employees want more freedom: The report found that employees want more freedom in their work situations, such as the ability to work from home or have flexible hours. If an employer can offer these choices, it's likely that their employees will be more interested in their jobs.

Well-being is very important as the Aon Hewitt report stresses the importance of employee well-being for engagement. It says that employees who feel supported in their physical, mental, and emotional well-being are more likely to be engaged and productive at work.

According to Smith, J. D. (2022) because of the COVID-19 pandemic, there has been a big rise in remote work, and many companies now have policies for remote work to meet social distance rules. Even though there are benefits to remote work, such as more freedom and less time spent commuting, it also brings new challenges to organizations, especially when it comes to getting employees to care about their work. Research has shown that working from home can make people feel alone and cut off from their coworkers and the organization as a whole. This can have a negative effect on employee engagement. Because of this, it's important to look into how remote work affects work engagement in the world after COVID-19 so that can researchers find ways to keep and improve work engagement in remote work settings. This study aims to fill this gap in the research by looking at how remote work affects work engagement and figuring out what are the most important things that drive engagement in remote work settings.

According to Hassan, M. K., & Kayed, R. N. (2017), even though work engagement is becoming more and more important in the banking industry, not much research has been done on it in Islamic banks. Islamic banks are different because they follow the rules of Shariah. This may affect how

employees feel about their work. So, it's important to know what factors affect work engagement in Islamic banks and what benefits work engagement might have for both employees and organizations.

Ali, H., Zaman, K., Khan, A., & Ahmed, U. (2019) stated that engagement at work has been studied a lot in the banking industry, but there aren't many studies that look at engagement at work in Islamic banks. As Islamic banking becomes more popular around the world, it is important to know what makes people want to work in these institutions. The idea of work engagement is especially important in Islamic banks, which are based on Islamic finance principles that encourage moral and ethical values in the workplace. Also, Islamic banks face unique problems, such as strict regulations and the need to follow Shariah law, which can have an effect on how engaged their employees are. So, research is needed to find out what makes people engaged at work in Islamic banks and how they can be used to improve employee performance and the success of the organization as a whole.

To make it more concrete, the researcher had interviewed five of the Bank Islam's Employees from each departments: Front Liner officer, Sales Executives, Operational Executives, Customer service officer and Manager. There were some symptom which can be related with work disengagement listed as below.

I. Increase of work demand.

As stated in Bank Islam 2021 annual report also, Bank Islam wanted to robust their approach from product centricity to customer centricity which also could be called as advisory bank approach where Bank Islam wanted to diverse their product into more of fee based products. By means of customer centricity, Bank Islam would require their employees to promote proactive service culture with focus on customers' satisfaction at all points. For example if the customer already had home financing with Bank Islam, their respective staffs need to ask if the customer in needs for other financing such as Takaful or will (*wasiah*). Therefore, employees knowledge of products need to be widen as they cannot only focus on one specific products that they excel at but need to know other facilities of the other products which somehow would increase the amount of workload and how they engage with their work. This may somehow improve their business but need to be reminded that it is also means that the workload of the employees at the Bank Islam will increased as the employee need to adapt with this new approach to assist the customer further.

II. Non-compliance

In Islamic Banking, complying with the shariah law is very crucial. This is because to gain and remain the trust of the Muslims customer towards the bank. Even so, bank compliance which being set by Bank Negara Malaysia also need to be complied to show the transparency in handling customer's money. There is few cases that being faced by the management regarding

the non-compliance matters which need to be stressed and indicate on how to mitigate the risk of non-compliance. Therefore, Bank Islam also wanted to enhance their digital and technology to advance through in order to fight scam and fraud activities which automatically affected the amount of matters need to be complied by the employees.

According to the researcher's point of view, the markers of these symptoms in the Bank Islam environment become the amount of work that is being done. When there is a lot of work to be done, it can be difficult for employees to find time in their schedules to participate in training and classes. Because of this, the staff members at Bank Islam are notoriously slow to adjust to new circumstances. The absence of learning for the new bank's policies is making the employees hard to focus on their job. Due of the increased amount of work that has been assigned to them as a result of the new policy, which they are required to finish within the allotted amount of time, employees does engaged with their work poorly. When there was a large amount of work to accomplish, employees had a tendency to conduct their jobs in a casual manner, which led to a high number of incidents involving non-compliance issues.

1.3 Research Questions

This study's objective is to determine the relationship between the independent variables job resources (supervisory support) and workplace demands (workload, Islamic work ethic) and the dependent variable work

engagement (vigor, dedication and absorption). These are the questions raised by this study:

1. Does workload have a relationship with work engagement
2. Does the Islamic work ethic can be relate with work engagement?
3. Does supervisory support have a relationship with work engagement?
4. Which variables have biggest influence on the work engagement?

1.4 Research objectives

The main objective of this study is to examine which among the independent variables contributing to work engagement among the bank employees in Islamic Bank around Penang and Kedah. Therefore, the objectives of the study are listed below:

1. To examine the relationship between workload and work engagement.
2. To investigate the relationship between Islamic work ethic and work engagement
3. To study the relationship between supervisory support and work engagement.
4. To examine the influence of workload, Islamic work ethic and supervisory support towards work engagement.

1.5 Significance of study

The goal of this study is to help Islamic Banking institutions get their employees more involved. Since there isn't much research on it, and most

research is done on traditional banking instead of Islamic banking. Even though Islamic Banking in Malaysia is important because it is known as an Islamic Finance Hub by other countries, researchers still don't know much about it.

Most of the empirical studies done on the causes of work engagement have been based on the job demands-resources model. This means that the definition of work engagement can be understood as a function of the job and personal resources. In a theoretical sense, work engagement has to expand the field of positive psychology by helping people learn more about how they can improve their health. This can be done with the help of resources at work, such as being able to see organizational support. Researchers hope that the results of this study will add to what is already known about how engaged Islamic Banking employees are at work. Most of the studies were about people who work in the manufacturing industry (Narjis, 2011) in public universities (Ng, 2015), and in accounting firms (Syahir, 2014).

From a practical point of view, work engagement can be improved in many ways, such as through policies that focus on the needs and motivations of each person, such as Equal Employment Opportunity and Workplace Behaviour Policies. Through this policy, the employer and the employee can work together on business growth and personal goals. On the other hand, getting regular feedback from workers, especially on important projects that affect their role and work environment, may make them more interested in

their jobs. Work engagement can also be boosted by activities that make employees feel like their institution cares about them and wants them to do their job with enthusiasm and passion.

So, the findings of this research may prove useful to the administration of Islamic banks, in particular with regard to encouraging more participation from their staff. The purpose of this research is to determine the relative importance of work load, Islamic work ethic, supervisor support, and employee engagement. As a result of its correlation with performance and other positive metrics, practitioner and organizational interest in employee engagement at work has increased. The findings of this research may be useful for Islamic banking management in determining which aspects, such as workload, Islamic work ethic, and supervisor support, need the most attention in order to increase staff engagement. Within the scope of Malaysia's Islamic banking business, this is a major contribution.

1.6 Scope of Study

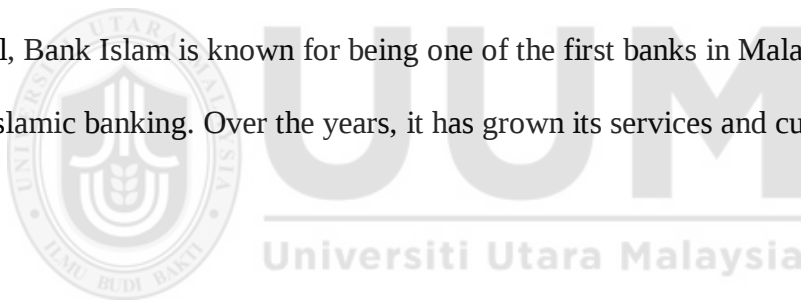
Malaysia has a full-fledged Islamic bank called Bank Islam Malaysia Berhad (BIMB). It opened in 1983 and was the first Islamic bank in the country. The bank follows the rules of Islamic banking and finance, which say that you cannot charge or receive interest (called "riba") and that you should share risks and get financing backed by assets.

Bank Islam offers a wide range of Islamic banking products and services, such as savings and checking accounts, personal and business loans,

investment products, and insurance products. Its products are made to be Shariah-compliant and meet the financial needs of individuals, businesses, and corporations.

As of 2021, Bank Islam has 144 locations all over Malaysia where they offer Islamic banking services. It is also a part of the bigger BIMB Holdings Berhad, which owns a number of other companies, such as the takaful company Syarikat Takaful Malaysia Berhad and the investment management company BIMB Investment Management Berhad (an Islamic asset management company).

Overall, Bank Islam is known for being one of the first banks in Malaysia to offer Islamic banking. Over the years, it has grown its services and customer base.



1.7 Definition of Key Terms

Work Engagement: An individual's psychological, emotional, and behavioral condition at work that is focused toward the achievement of a certain institutional goal is what we mean when we talk about work engagement. (Schuck & Wollard, 2010)

Workload: The quantity of work and duties that need to be accomplished within the allotted period of time is referred to as the "workload." (Khuwaja, Qureshi, Andrades & Fatmi, 2004).

Islamic Work Ethic: The term "Islamic work ethics" refers to a collection of principles and guidelines that instructs Muslims on proper conduct while on the job. (Beekun, R. I., 1997)

Supervisory Support: The level of help, guidance, and resources that a supervisor gives to their subordinates to help them do their jobs well, stay healthy, and move up in their careers. (Choi, J., & Jung, E., 2018)



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discusses about previous researches and articles on workload, Islamic work ethic, supervisory support and work engagement as a basic component of the theoretical framework that this research needs.

2.1 Work engagement

Work engagement is regarded as a positive, satisfying, and motivating state of being at work. Work involvement can be seen as conceptually related to work attitudes, which are at the centre of arguments on job quality.

Work engagement, as defined by Shuck and Wollard (2010), is a person's psychological, emotional, and behavioral condition that is geared toward an institutional outcome. Albrecht (2010) points out that engagement is regarded as a favourable state of work-related psychological state in addition to reflecting an actual excitement for the purpose of concentrating an effort towards achieving organizational goals.

As a result, job engagement, which is also known as a motivational idea, can be thought of as an engaged employee who has been given access to a wealth of potential resources. Researchers discovered that motivated employees concentrate on the success of the company. Therefore, it can be

identified by the pleasant interaction and involvement in the workplace.

Engagement is therefore seen as a key notion for improving staff hiring and retention.

According to Schaufeli and Salanova (2011), it is not possible to have a perfect inverse relationship between burnout and work engagement. This is due to the fact that not all people who are not burned out are actively involved in their jobs. In a similar line, people who aren't interested in their jobs might not necessarily be burned out.

This study adopted the definition of work engagement that was proposed by Albrecht (2010). According to this definition, engagement not only reflects an authentic enthusiasm for the purpose of concentrating an effort towards fulfilling organizational goals, but it also considers as a positive of work-related psychological state. Although there are many definitions of work engagement that have been proposed in the literature, this study adopted Albrecht's (2010) definition.

2.2 Dimension of Work Engagement

The idea of being involved at work has many different parts. Schaufeli et al. (2002) were the first to use the word "engagement" to describe a positive, emotional, and motivating state of mind that is marked by vigour, dedication, and immersion. These definitions show that work engagement is made up of

three main parts: behavior-energetic (vigour), emotional (dedication), and cognitive (absorption).

Schaufeli et al. (2002) say that vigour can mean having ambition and being willing to fight through hard times. Vigor is the ability to finish a task with a lot of energy and mental stamina, the willingness to put in the work, and the persistence to keep going even when things get hard. In other words, having vigour means having a lot of energy, stamina, and the desire to work hard.

Schaufeli (2012) also says that commitment is linked to doing the work that needs to be done, to getting permission to do the work, to a person's sense of self-worth in their work, and to how much they value it. When an employee is committed to their job, they say they feel important, excited, encouraged, proud of themselves, and challenged. It comes with feelings of importance and zeal, which show a strong commitment to the task at hand. This also includes the question of how well it works.

Scaufeli et al. (2002) say that absorption is the third part of work involvement. When someone likes their job and cares about it, they become completely absorbed in it, give it their all, and finish with a good mood. As long as they were working, they didn't notice how quickly time was going by. On the other hand, it's hard for engaged employees to step away from their jobs.

Schaufeli and Bakker (2010) said that work engagement is "the psychological state associated with the behavioral investment of personal energy." It talks about how employees see their jobs as challenging and interesting. Also, there is another thing that they really want to spend their time and energy on. This kind of situation is called a "force factor." When working, dedication means looking for what is important and necessary, while absorption means being interested in something so much that it takes up all of their time.

If the business wants to create a culture of engagement in the workplace, it must spread the word about how good work engagement can be. Even though there is a lot of written research on employee engagement at work, there isn't much research on how engaged operational workers at Islamic banks are. More attention needs to be paid to the employees in order to show how important engagement is. This is because their voices, actions, and personalities have a big effect on the business as a whole. How well each department works with the others,

Karatepe (2011) says that engaged employees are the ones who like what they do at work. Aside from that, they are also very passionate about their jobs and work hard at them. These people are also very focused on what they are doing. Work engagement is important, especially for some important outcomes that are linked to businesses that work well and do well.

Engaged employees feel like they belong at work, are interested in what they do, and are happy at work. This makes them more loyal to the company. Fearon et al. (2013) say that if you want to know more about how to engage people successfully, you should know about two common ways. The first point is based on the psychological background. It means that the role of demand and resource volume in achieving work goals is very important if you want to be fully and effectively involved in your job. This is because it has a big effect on how people feel about themselves and what drives them. It also gives people work that is important. The second method of work engagement is usually what research on job requirements, resources, and talents talks about (Xu & Thomas, 2011). So, it makes it easier to understand words like "group" and "organization" (Bakker & Demerouti, 2007). Robertson and Cooper (2010) say that engagement is made up of the three most important ideas of connection, commitment, and organizational citizenship. Focusing on the parts of engagement that almost certainly have the most direct effect on employee well-being shows how these ideas work.

In the end, employees who are motivated bring a lot of energy and excitement to their jobs (Bakker & Demerouti, 2008). This study will focus on three aspects of work engagement: vigour, concentration, and dedication. It is important to understand both theoretical and practical aspects of work engagement in order to emphasize and enforce job engagement among sales and marketing employees in an Islamic banking environment. Understanding these two things can help improve how well employees do their jobs and how well departments and the public as a whole do.

2.3 Previous studies on Work Engagement

Earlier studies have looked at many things and found links to work engagement. For example, studies with 600 full-time workers in Western Canada and 350 workers in Western Romania found that interpersonal conflict at work and work-family conflict were both linked to job engagement in a positive way (Ito, 2012).

This study shows the empirical gap of the variables that have been studied, since sales and marketing staffs in Islamic banks are rarely studied. Aside from conflict, other researchers have also looked into the link between leadership and engagement at work. For example, Babcock-Robertson and Strickland's (2010) study of 102 undergraduate psychology students showed that charismatic leadership and work engagement go hand in hand.

A review of the research also showed that there is a strong link between demographics and how engaged people are at work. According to a 2011 study by Taipale, Selander, Antilla, and Natti, which looked at 7869 employees from eight different countries and different fields, women seem to be more involved in their work than men. Age also affects how committed a worker is to their job. Older workers are more committed to their jobs than their younger counterparts.

Despite the fact that a large number of research conducted in the past have demonstrated that the association is positive, there have also been studies that demonstrate the contrary. For instance, Dikkers, Jansen, De Lange, Vinkenburg, and Kooij conducted a study in 2010 and discovered that there was a negative association between a high demand for work and a high supply of jobs. They came to this conclusion after finding that there was a high supply of jobs. This indicated that there will be a gradual increase in engagement over the course of time.

Dikkers et al. (2010) discovered an inverse correlation between job demands and job resources in the same sample. The proactive worker will have a more robust connection between this factor and engagement over time. An enormous Dutch government organization contributed 794 people's time to this study. Narjis (2011) conducted research into the connection between supervisor support and employee engagement in a manufacturing unit of a multinational firm located in Kulim Hi Tech Park, Malaysia. The researchers concluded that having a supportive boss has a negative effect on employee motivation.

Aligning employees' work with Islamic values, giving them room to grow and make their own decisions, recognizing and rewarding hard work, and creating a collaborative work environment are all ways to get people in the Islamic banking sector more interested in their jobs.

2.3.1 Workload

The amount of work and obligations that need to be completed by a specific time is referred to as the workload (Khuwaja, Qureshi, Andrades, Fatmi & Khuwaja, 2004). Quantitative and qualitative categories can be used to classify the amount of work that needs to be done, (Glaser, Tatum, Nebeker, Sorenson & Aiello, 1999; Shaw & Weekley, 1985). An employee is said to have a quantitative burden when the amount of work they are expected to complete is greater than the amount of time they are allotted to complete it (French & Caplan, 1973). Regarding the level of quality, the work load refers to the quantity of work that is in excess of what is required of an employee in terms of their work-related skills, capabilities, and knowledge (Sauter & Murphy, 1995). An excessive amount of work can frequently result in the occurrence of errors. The employee may have feelings of depression, rage, or irritation if this continues to occur. (Kam, 2012)

Workload can mean work under load or work that is too much. When an employee doesn't have enough work or is given tasks that don't use his or her skills, this can be a source of stress. But work overload is a much more common cause of stress at work today. Either employees have too much work to do in too little time, or they work too many hours at the job.

A review of the study has also revealed that the amount of work people have to perform has little to do with how engaged they are in their jobs. For

instance, a study that was conducted by Nurul Aimi, Ho, Ng, and Murali Sambasivan (2015) on teachers in the three districts of Negeri Sembilan that have the most schools found that there is not a strong link between the amount of work that they have to do and their level of work engagement.

In a separate piece of research, De Braine and Roodt (2011) looked at the work histories of 2429 individuals employed by Information and Communications Technology (ICT) enterprises in South Africa. They came to the conclusion that a positive correlation between work load and work engagement did not exist.

Schaufeli, Bakker, and Rhenen's (2009) study of 420 middle managers and executives at the Telecom Company found that there is a negative link between workload and how well work is managed.

2.3.2 Islamic Working Ethic

The Islamic work ethic being defined as a set of values and beliefs that Muslims use to guide them in their work and careers. It talks about how important hard work, being honest, and being fair are. It also talks about how work is a form of worship (Boukerrou, A., & Elbanna, M. A. ,2015). The Islamic work ethic is a moral and spiritual set of rules for how Muslims should act at work. It is based on what Islam teaches and stresses the importance of honesty, hard work, and being a good citizen in all aspects of

work, (Ahmad, Z. A., & Soh, M. A. M. ,2016). The Islamic work ethic is a set of rules about how Muslims should behave at work. Some of these principles are working hard, being honest, being fair, and respecting others. The Islamic work ethic also stresses how important it is to use your skills and talents to help society as a whole, (Kamalizad, A., & Rezaee, A. A. ,2017) .

Compared to findings of a different kind. Islamic work ethics (IWE) is not given as much attention in the literature as Protestant work ethics practices. This is hardly surprising given that western scholars have dominated other types of work ethics, such as Protestant Work Ethics.

The connection between work and faith is what makes Islamic ethics so beautiful. Work without faith will negatively affect one's quality of life. For instance, a person who puts in excessive hours and prioritizes money over the welfare of others will encourage bad behaviour in their employees. The worker may continue to pursue his goal despite neglecting the rights of other people and the ethical implications of his behaviour.

S. Khadijah, N. Kamaluddin and Salin, (2015) indicate that Islamic Work Ethics contribute positively to clarity to objectives and influence on the control that benefits the employer. Yousef, and Abu Saad, (2007) done a survey on the Arab teachers found that these work ethics inculcate the importance of obligations among the employee.

Tawhid, which states that Allah is the only one who created the cosmos and everything in it, is the foundation upon which the concept of ethics is based in Islamic philosophy. Humans are required to submit to his obedience to Allah s.w.t. as the khalifah of this earth. The cornerstone for putting the excellent teaching into practise is submission and obedience to Allah (swt). Islam instills morally upright behaviour, but it does not impose these behaviour through coercive institutions. Instead, they are attained by improving a person's "taqwa" and "ihsan" levels.

In general, Islamic work ethics and Western concepts of work ethics have some points in common. These similarities are most apparent when it comes to the emphasis placed on putting in long hours, committing to one's work, and devoting oneself to it; avoiding unethical means of wealth accumulation; and encouraging healthy competition in the workplace. IWE emphasizes the significance of creating strong cooperation and collaboration inside an organization while dealing with conflict. This, in turn, has the potential to improve the quality of the work being done. In exchange, it does not support the practice of multinational corporations amassing wealth while disregarding the well-being of their workforce.

In the meantime, Islam permits healthy competition among businesses, which can lead to improved performance within an organization. This is because Islam does not deny the needs of humans, but rather seeks to fulfill those needs through occupational goals or business dealings that do not go against the teachings of the religion. This helps Islam improve the quality of

work. As a result, none of the financial dealings that take place within Islamic organizations can be divorced from the idea that is presented in the Qur'an and the Hadith.

In addition, it suggests that hard effort is a virtue in light of a person's demands, as well as a necessary for establishing equilibrium in one's personal and social life. The customers and the producers, both of whom play a role in the economy, are held to strict standards of conduct according to Islamic law. An Islamic market is distinguished by a set of principles that look out for the interests of both the purchaser and the vendor. In Islamic commercial transactions, there are a number of norms of ethical discipline that, without which, a business contract would be viewed as lacking perfection in light of the code of good manners, decency, and ethical excellence (S. Khadijah, N. Kamaluddin & Salin, 2015).

A. Ibrahim and N. A. Kamri state that (2019). The discussion that preceded it demonstrates that in Islam, work is about more than just making money; it also has moral, psychological, and social (relational) components. Paying attention to the quality of one's work is essential. It needs to help others and the community as a whole, but it also needs to give the individual a sense of pride and a sense of purpose in life. Based on these principles and ideals, we can classify IWE in eight different ways: (1) religiousness; (2) effort; (3) competition; (4) work obligation; (5) quality/improvement; (6) equality; (7) collectivity; and (8) advantage. When put to use in harmony, these variables will boost productivity and bring about widespread success for businesses.

These criteria will serve as the foundation for developing IWE measurement instruments.

Religiousness. It is referred to as the intrinsically religious attitude in which religion offers the individual a framework that gives life purpose. In other words, it focuses more on a person's spirituality. In his definition of religion, Mookherjee distinguished between public or participating and private or devotional religious conduct. So, the level of religiousness among people varies. In the context of the Islamic faith, however, it will depend on how closely a Muslim abides by the natural religious propensity that Allah, in His kindness, has ingrained in all human beings. This description does help to define one's level of religiosity, (Ibrahim, A., & Kamri, N. 'A., 2019).

Effort. It is the amount of effort put in towards a particular goal or an ardent, diligent activity meant to do or accomplish something. In order to serve oneself and society, effort is viewed as a crucial component of the Islamic work ethic. That is, engaging in creative activity reduces social and economic issues while enabling an individual to achieve adequate living standards for themselves and their families. The fact that work is valued highly in Islam is quite essential, (Ibrahim, A., & Kamri, N. 'A., 2019).

Competition. Competition is the act or process of two or more parties working independently attempting to obtain the business of a third party by providing the most advantageous terms. Each Muslim businessperson must

engage in fair and honest competition and conduct business with good motives. Competition must be handled in a way that prevents intentional harm to others. People value highly those who operate their business in a morally righteous way, (Ibrahim, A., & Kamri, N. 'A., 2019).

Work Obligation. An obligation is a social, legal, or moral constraint such as a duty, contract, or pledge that obligates one to carry out or refrain from doing something. That includes having a responsibility at work. Work obligations are connected to morally righteous behaviour in Islam. An fundamental prerequisite for maintaining a thriving economy and a thriving business community is moral behaviour. According to Nasr, Islam offers a working environment where morality and economy are intertwined. According to his argument, Islam "gives an ethical dimension to all types of work and in extending the ethical to embrace even the quality aspect of the activity in question.", (Ibrahim, A., & Kamri, N. 'A., 2019).

Quality. About how wonderful or horrible something is, that is quality. It is a quality or set of qualities that a person, object, or thing possesses, or something that can be identified as a component of a person, object, or thing. It can also be characterized as having a high standard of quality or excellence. Quality evaluations are fundamentally subjective. From person to person, they differ. For instance, multiple judges may give a single action at a sporting event a different score. An employee may feel that they are performing well at work, but their supervisor may feel differently. Employee training is a necessary component of ikhtiyar and continual

learning in order to obtain quality at work, (Ibrahim, A., & Kamri, N. 'A., 2019).

Collectivity. The term "collectivity" refers to a group of people who are viewed collectively. Islam is a collectivist religion, and this is where collectivity comes from (Islamic ummah). Islam's religion collectivism has several effects, one of which is cooperation and collaboration in the workplace to increase economic activity. Islam places a high value on cooperation and collaboration among coworkers since they can foster harmony and respect for each person's rights within a workplace, (Ibrahim, A., & Kamri, N. 'A., 2019).

Equality. Consistency in treatment or status by those with the power to influence either is ideal, according to the concept of equality, which is the property of or state of being equal. In terms of their core humanity, men and women are created equally according to Islam. They also all share in the history, dignity, and supremacy of man over the rest of Allah's created creations. To prevent the construction of artificial barriers between the rich and underprivileged, Islam firmly opposes discrimination on the basis of race, sex, colour, ancestry, class, region, or language, (Ibrahim, A., & Kamri, N. 'A., 2019).

Advantage. Advantage is something that makes someone or something better or more likely to succeed than others (such as a favourable situation or circumstance). As was previously noted, Islam is a collective religion

(Islamic ummah), hence any economic endeavour should be advantageous to the Islamic ummah (society). Hence, the only lawful economic activity that benefits the Islamic Ummah and gives it strength and capability is that which is proper, (Ibrahim, A., & Kamri, N. 'A., 2019).

Syed, J., Shah, S. Z. A., & Shah, S. M. F. A. (2017) had conducted the study on the Pakistani organizations whereby been founded that there is positive relationships as the study which investigates the connections between Islamic work ethics, organizational justice, and job happiness.

According to Al-Khasawneh, A. A. (2015) study, "The Impact of Islamic Work Ethics on Work Management in Jordanian Industrial Organizations," This study looks into how Islamic work ethics have an impact on how work is managed in Jordanian industrial firms. The results demonstrate that Islamic work ethics have positive relationship with work management procedures such teamwork, communication, and employee commitment.

Related with the study, By Al-Masaeid, L. J., & Al-Shorman, M. O. (2015) in their article titled "The Impact of Islamic Work Ethics on Work Management Practices in Islamic Banks in Jordan": This study looks into how Islamic work ethics have an impact on how work is managed in Islamic banks in Jordan. The findings demonstrate that Islamic work ethics have a positive relationship on workplace procedures such cooperation, communication, and employee dedication.

2.3.3 Supervisory support

Supervisor support is when the boss shows appreciation for the work of his or her workers and looks out for their well-being (Eisenberger et al. 2002). In other words, support from a supervisor is now also a part of social support at work. (Adiwayu, 2012). Adiwayu (2012) also said that supervisors' supportive behaviour can be seen in how friendly they are, how easy it is to talk to them, and how much they pay attention to each person and group.

Nora (2011) said that supervisors play a big part in getting their subordinates to work hard. Wagner and Harter (2006) said that the immediate supervisor has a lot of power over how engaged an employee is. The supervisor's job is not just to watch over their subordinates. They also act as a go-between for the employee and the company, which means they act as a way for information to flow between the two. Supervisors will share the information they got from upper management and the comments they got from employees. When this two-way communication works well, it's easy for management to get employees interested in their work.

Aycan and Eskin (2005) say that interpersonal and social relationships that help a person can be thought of as supervisory support. In other research, Catsouphe, Kossek, and Sweet (2006) think of supervisory support as a lesson plan or reinforcement set up by someone more experienced than them.

This curriculum not only makes employees feel like they are part of a family and group of friends at work, but it also takes the pressure off of their work lives. So, supervisor support means that the boss is seen as someone who cares and is willing to offer emotional and persuasive support whenever it's needed (Bacharach & Bamberger, 2007). So, having a good relationship with your boss can help you deal with the stress of your job (Yu, 2014). Kallath and Beck (2001) found that employees are more likely to stay with their current organization if their boss helps them get over burnout.

Research conducted by Nora in 2011 at Nichias FGS Sdn Bhd, a firm located in the Northern state of Malaysia, indicated that there is a strong beneficial correlation between supervisory and work engagement. The research focused on 340 local employees working at the operation level at the company. It was observed in another study by Nadia (2015) that supervisor support and job engagement are highly associated in a favorable way. This study comprised 224 lecturers from MSU and Politeknik Shah Alam, and it found that the lecturers were very engaged in their work. The findings indicate that all sections of the workforce concurred that a key component of their participation is the supervisor's capacity to pay attention to what they have to say.

So, the Shariah Supervisory Board, central banks, audit and accounting companies, internal audit functions, regulators, and industry associations all support supervision in the Islamic banking sector. Together, these

organizations try to keep clients' trust and make sure that Islamic banking institutions follow Islamic laws and values.

2.4 Job Demands - Resources Model

The Work Demands-Resources (JD-R) Model is a tool that may be utilized to demonstrate the interconnected nature of job demand, job resources, and work engagement. Bakker and Demerouti are the ones responsible for conceiving of this scheme (2007). This model investigates how job features such as job demands and job resources influence employees' health as well as their capacity to perform at their highest level at work, which are also referred to as work burnout and work engagement, respectively. This model is not restricted to a predetermined group of job needs or job resources in any way. It makes the assumption that every demand and any resource could potentially have an effect on the employees' health and fitness. (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). So, using the JD-R model could be a useful method for determining how well an organization will perform.

The JD-R model does a decent job of explaining how factors such as workers' health and fitness, their opinions about the task they are assigned, and how they behave, among other things, are affected by job demand and job resources. (Van den Broeck, Baillien & De Witte, 2011). According to Adel (2015), workplace expectations, such as a great deal of work and a great deal of pressure at work, can have a negative impact on work

engagement. For instance, people who work in high-stress professions that include a lot of labor and a lot of pressure tend to be less engaged at work than employees who work in positions that are less stressful. Several studies have demonstrated that the demands of a job as well as the resources available to an employee have a significant impact on the level of engagement that individual experiences while working. (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Van den Broeck, Baillien & De Witte, 2011; Adel, 2015). According to the findings of a body of research, the demands of a job, such as an excessive amount of labor and stress on the job, might prompt individuals to quit their jobs or miss a significant amount of work.

On the other side, research on job resources has shown that employees will have a higher level of commitment to an organization if that organization provides them with favorable job resources, such as latitude in their work and assistance when needed from superiors. If the company provides employees with the appropriate opportunity, they have the potential to become more skilled at what they do and to improve their decision-making abilities (Adel, 2015). The resources available at work have a significant impact on the degree to which employees are engaged in their work, particularly at educational institutions. They have a tendency to be more interested in their work if the other members of their team and their supervisors help them, if they get feedback on their performance, if they can use a variety of skills, if they can make their own decisions, and if they have opportunities to learn. So, the partnership between JD and R will promote

and balance the positive and negative things that employees perform while they are on the job.

In this study, workload and supervisory support factor had been derived from the Job Demands-Resources Model as workload is from the Job Demand while supervisory support is from the Job Resources.

2.5 Research Framework

Figure 2.1 is a conceptual framework for research that was built based on a study of the existing literature on workplace engagement (Bakker & Demerouti, 2007; Bakker, Demerouti, Taris, Schaufeli & Schreurs, 2003; Demerouti, Bakker, Nachreiner & Schaufeli, 2001). The conceptual framework for this research endeavor illustrates the connection that exists between workload, Islamic work ethic, supervisory support and work engagement. The independent factors in this study are workload, Islamic work ethic and supervisory support while the dependent variable, on the other hand, is work engagement.

Independent Variables

Dependent Variable

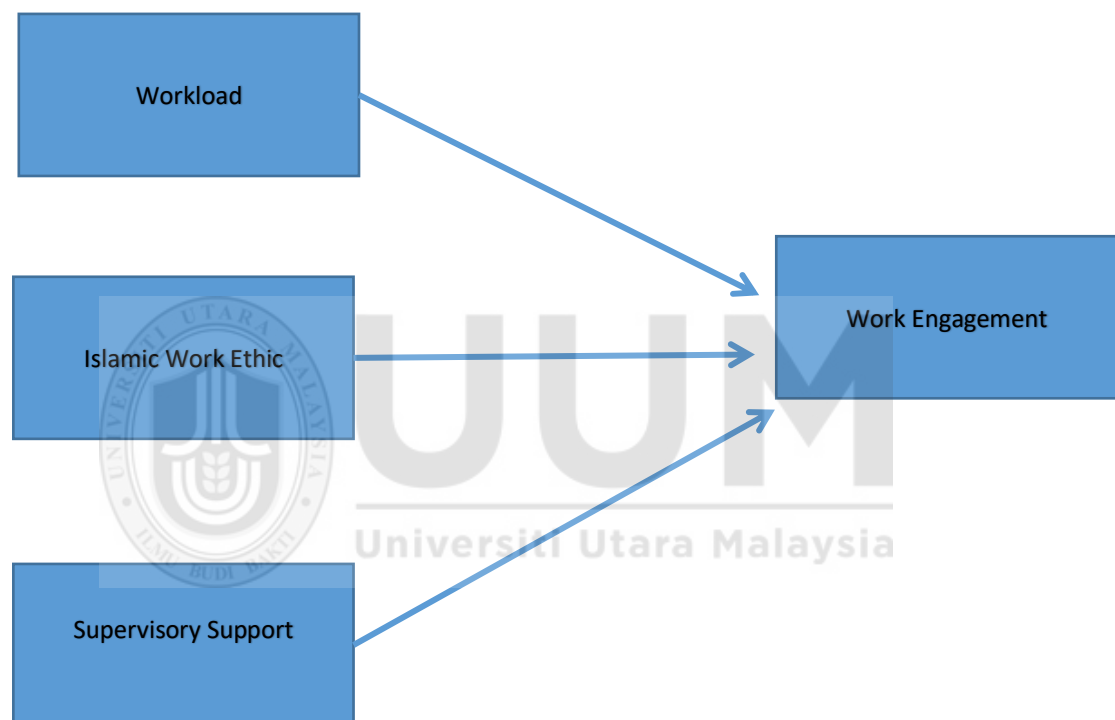


Figure 2.1 : *Research framework*

CHAPTER 3

METHODOLOGY

3.0 Introduction

Methods, research designs, populations, sampling method, data sources, analytical units, and data collection procedures are all discussed in this chapter.

3.1 Research Design

The specifics of performing the research or the basic steps to obtain the data required to frame and define the research challenge were described in the research design. In other words, the research design serves as a framework or guide for carrying out the study.

The purpose of this research is to investigate the relationships between workload, Islamic work ethic, supervisor support, and work engagement. In order to examine the relationship between the variables, quantitative methods are utilized to collect data. According to Mohd Majid (1994), quantitative studies allow for a more accurate assessment of causality. With the help of quantitative methods, researchers can provide explanations, make predictions, and shape outcomes by studying the connections between measurable factors (Chua, 2012).

To conduct this study, a cross-sectional design was used. Sekaran and Bougie (2010) emphasized that cross-sectional study data is less biased and more reliable. Because cross sectional studies can collect data over a shorter period of time than longitudinal studies, they are more applicable.

The individual is serving as the unit of analysis for this investigation. The dissemination of questionnaires allowed for the collection of primary data for this investigation. The fundamental concept behind our view of job engagement is that it is influenced by respondents' opinions about the amount of work they have to do, the Islamic work ethic, and. As a result, using the individual as the unit of analysis in order to investigate all of the variables presented in the research framework is the most appropriate thing to do.

3.2 Population and Sampling Method

3.2.1 Population

According to Sekaran (2003), the entire group of individuals, events, or things that draw the researcher aspiration to explore is referred to as the population. Population in the study include those who are employed by Bank Islam in Penang and Kedah. This is because the scene of study and research among Islamic Banking in Penang and Kedah not yet being explored.

Table 3.1 : *Headcount of Bank Islam employees in Penang & Kedah by branch*

Branch Office	Number of Employees
Bayan Baru	14
Georgetown	13
Kepala Batas	17
Bukit Mertajam, Bandar Baru Perda	14
Butterworth, Taman Selat	25
Sungai Petani (south)	17
Jitra	16
Kulim	15
Baling	13
Alor Star(north)	17
Alor Star, Persiaran Sultan Abdul Hamid	14
Sik	13
Guar Chempedak	14
Total	202

3.2.2 Sampling Method

According to Krejcie and Morgan table (1970) developed for estimating sample size, if population is 202, there must be at least 136 participants. In accordance with Roscoe's rule of thumb, which states that the sample size should be greater than 30, but less than 500, this particular sample size is appropriate for further investigation. According to Adel (2015), in order to figure out the amount of the sample that will be taken, one must first go through the sampling process. In most cases, there are three stages involved in the process of sampling that need to be completed. Among the procedures

are determining the population, determining the size of the sample, and selecting the individuals to be sampled.

The selection of each and every respondent for this survey is carried out using a method known as stratified random sampling. By employing this method of sampling, there is a fair likelihood that each individual component of the sub-population will have the same probability.

Proportionate Sampling Formula:

$$\frac{\text{total of sample size}}{\text{total of population}} \times \text{populations of subgroup}$$

Table 3.2 : *Proportionate sample size of Bank Islam Employees in Penang & Kedah by branch*

Branch Office	Number of Employees	Proportionate Sample size
Bayan Baru	14	(9)
Georgetown	13	(9)
Kepala Batas	17	(11)
Bukit Mertajam, Bandar Baru Perda	14	(9)
Butterworth, Taman Selat	25	(17)
Sungai Petani (south)	17	(11)
Jitra	16	(11)
Kulim	15	(10)
Baling	13	(9)
Alor Star (north)	17	(11)
Alor Star, Persiaran Sultan Abdul Hamid	14	(9)
Sik	13	(9)
Guar Chempedak	14	(9)
Total	202	134

3.3 Operational Definition and Measurements

Within the scope of this investigation, numerous subcategories of operational definitions have been dissected and analyzed. The measurement approach that was used in this investigation comes first in the discussion, which then moves on to the dependent variable and the independent variable.

3.3.1 Work Engagement Measure

Work engagement is operationally defined as a work-related state of mind that is marked by vigor, dedication, and absorption, and it is this state of mind that serves as the dependent variable in this study (Schaufeli & Baker, 2003). Schaufeli and Baker devised 16 measures that were used to measure employees' level of work engagement (2003).

The participants scored their level of agreement with the work engagement statement using a five-point scale in which 1 indicated that they strongly disagreed with the statement and 5 indicated that they strongly agreed with the statement.

Table 3.3 : *Work engagement adapted items*

Variable	Operational Definition	Items	Authors
Work engagement	A positive, satisfying, and work-related state of mind that is marked by vigor, dedication, and absorption	1. When I'm at work, I feel like I'm going to burst. 2. The work I do gives me a lot of meaning and purpose. 3. When I'm at work, time goes by quickly. 4. At my job, I feel strong and healthy. 5. I'm excited about what I do. 6. When I'm working, I forget about everything else. 7. My job gives me ideas. 8. I'm happy to go to work when I wake up in the morning. 9. I'm happy when I'm working hard. 10. I'm proud of the work I do. 11. I'm completely absorbed in my work. 12. I can work for a very long time. 13. I find my job challenging. 14. I get caught up in my work. 15. At my job, I have to be mentally strong. 16. It's hard for me to separate myself from my work.	Schaufeli & Baker (2003)

3.3.2 Workload Measures

In this particular investigation, one of the independent variables that is being measured is workload. The quantity of tasks and obligations that need to be finished within the allotted period of time is the operational definition of workload (Khuwaja, Qureshi, Adrades, Fatmi&Khuwaja, 2004). 7 items that Karasek came up with were used to measure the workload (1985).

The participants rated their level of agreement with the workload statements using a five-point scale in which 1 represented a stance of strong disagreement and 5 represented a stance of strong agreement.



Table 3.4 : *Workload adopted items*

Variable	Operational Definition	Items	Authors
Workload	The sheer volume of tasks that must be accomplished in a certain length of time	1. I don't have enough time to do good work. 2. Over the past few years, I've been given more hours to finish my work. 3. The amount of work I'm expected to do is doable, given all the other things I have to do. 4. Over the past year, I've had more work to do. 5. I often have to work after hours to finish my work. 6. The amount of work I'm supposed to do and/or oversee is fair. 7. The amount of work I have to do is fair.	Karasek (1985)

3.3.3 Islamic Work Ethic measures

In this study, Islamic work ethic act as the second independent variables were measured. Islamic work ethic were defined as The ethical principles recommended by Islam include trust, justice, honesty, and fairness (A.M.

Siti Khadijah, N. Kamaluddin, & A.S.A.P. Salin, 2017). Islamic work ethic was measured by 47 items developed by Azharsyah & Azzah (2015).

Table 3.5 : *Islamic work ethic adapted items*

Variable		Operational Definition	Items	Authors
Islamic Ethic	Work	Trust, justice, honesty, and fairness are some of the moral principles that Islam recommends.	1. My place of work allows me to worship as it should. 2. I work for an Islamic bank because its products meet the requirements of shariah. 3. I know that my salary is halal because the Islamic bank doesn't make riba (interest). 4. I know enough about Islamic banking to do my job. 5. Work shouldn't just be judged by what it produces, but also by what it's meant to do. 6. I think of my work as a way to honor God. 7. When I work, I always try to get the best result possible. 8. I try not to be lazy when I	Azharshar & Azzah (2015)



UUM
Universiti Utara Malaysia

work.

9.I try my best at everything I do.

10.I deal with all of my work obligations with patience.

11.I think that work limits are part of what work is.

12.Working on your own can help you move up in your job.

13.I always work hard to do what I'm supposed to do.

14.I think that competition can help to make work better.

15.There is fair competition among Islamic banks.

16.At the bank where I work, internal competition means that any means are okay.

17.I will do my best to keep customer contracts.

18.I always try to be honest at work.

19.I won't tell other people a secret about my company.

20.I've never been late to work without being told ahead of time.

21.I do

everything I can
to get the job
done on time.
22.I do my work
honestly
23.I have the
moral courage to
stand by my
principles and not
give in.
24.I'm honest
about every
financial
transaction I
make.
25.I won't be
happy if I'm
forced to sell riba
(illegal) goods.
26.I'm careful
when I work.
27.Creative work
makes me feel
happy and like
I've done
something good.
28.If I want to be
a better
professional, I
will always want
to get training.
29.It's not good
for work to be
careless.
30.I care more
about the success
of the group than
about my own
success.
31.I'm willing to
help my
coworkers solve
problems at
work.
32.I think it's
good to work
together.
33.Working as a
team can bring
people together.



UUM
Universiti Utara Malaysia

34.I put a lot of importance on getting along well with my coworkers.

35.If I need to, I will talk to my coworkers about how to finish a job.

36.I respect every customer, no matter where they come from.

37.I treat all customers the same, no matter where they come from.

38.Everyone at my job is treated fairly.

39.I think it's a good thing to be humble at work.

40.In my work, I should think about what's going on in the community.

41.I do good things for the good of society.

42.When I make more than enough, I can contribute to the well-being of society (e.g. via sort forms of charity:

zakah,infaq, sadaqah, etc).

43.Work isn't an end in itself for me; it's a way to improve myself.

44.Work is a way for me to connect with more



UUM
Universiti Utara Malaysia

	people.
	45. Work is the only thing in life that makes sense to me.
	46. I am more likely to get ahead in life if I work.
	47. Working allows me to be on my own.

3.3.4 Supervisory Support measures

The level of encouragement from superiors was the third independent variable. To put it another way, supervisory support is when a manager genuinely cares about and is accountable for their staff members' professional growth and takes the time to sit down with them and talk about what can be done to help them advance in their careers. The measurements for the supervisory support 5 items had been developed by Yarnall, (1998).

Table 3.6 : *Supervisory Support adopted Items*

Variable	Operational Definition	Items	Authors
Supervisory support	The supervisor is concerned about and accountable for the employee's professional development, and the two will meet to discuss the issue and choose next steps.	1. My supervisors instruct me on how to better my work. 2. My supervisor recently praised my work. 3. My supervisor uses a wide range of strategies to promote my	Yarnall (1998)

growth.

4. My manager is an experienced coach who can help me grow in my position.

5. In my experience, my supervisor places a premium on encouraging employee growth.

3.4 Questionnaire Design

Each questionnaire was drafted in English throughout the process. A questionnaire consisting of seven pages was given to each of the participants (with cover letter attached). Appendix A contains copies of all of the questionnaires that were utilized for this research. The questionnaire, which is ten pages long, is divided into five categories. The questions in Section A pertain to the work engagement, and there are a total of 16 of them. In Section 2, you were questioned about the amount of labor, and there are 7 different things. In Section 3, there are questions regarding the Islamic Work Ethic, and there are 47 of them. In Section 4, there are questions regarding the Supervisory Support, and there are 5 of those. The demographic characteristics make up the final component of this document. Variables of a demographic nature that are being measured for descriptive and control purposes; examples of these variables are gender, age, and work experience.

It is vital to provide the information in order to demonstrate that the sample is representative and to ensure that generalizations may be made to the larger population of enterprises and employees.

3.5 Pilot Test

Hulley (2007) defines a pilot study as a smaller-scale preliminary study conducted as part of the initial research process to evaluate feasibility, cost, duration, adverse events, and statistical variability. Syahir (2010) argues that doing a pilot study is useful for validating the questions that will be asked of the final sample. On the other hand, a pilot study can help researchers estimate how large they should make the current study and refine the study's methodology.

The reliability of the data score is one of the criteria that will be used to evaluate the measurements. Convergent findings from several assessments of some phenomenon may suggest that an indicator of that phenomenon's internal consistency can be relied upon. Although there is no agreed-upon body of information on what constitutes sufficient dependability, estimates of the internal consistency reliability (α) are typically used to measure reliability. Cronbach's alpha values for each of the variables meet or above the threshold considered adequate for reliability by Sekaran (2003).

The following table displays the results of the pilot study's internal consistency reliability as determined by Cronbach's Alpha. This study's pilot phase was conducted in the middle of March, and it featured 20 workers from Bank Islam's Seberang Jaya Regional Branch. Cronbach's alpha for job satisfaction was 0.932, but that for workload was only 0.770 (see table 3.7). The Islamic work ethic had a Cronbach Alpha of 0.992, while the supervisory support component had a Cronbach Alpha of 0.989.

Table 3.7 : *Reliability (pilot test)*

Variables	N of items	Cronbach Alpha Value (a) Pilot test (n=20)
Work Engagement	16	0.932
Workload	7	0.770
Islamic Work Ethic	47	0.992
Supervisory Support	5	0.989

3.6 Data Collection Procedure

The actual data collection began after the questionnaire was being pilot test.

Written permission to conduct the study was first obtained from the PSU.

For this research, researcher has personally asked and collected the complete questionnaire from each branches Bank Islam in Penang and Kedah.

Pilot test were being tested with 20 samples in order to achieve it acceptability and feasibility as the employees of Bank Islam at the regional branch were much more expert and well endowed in doing their job. This

could supported by a pilot study of a mindfulness-based intervention for reducing stress and burnout among healthcare providers, which included 20 participants and was used to refine the intervention and assess its feasibility and acceptability which had been conducted by Lomas, T., Medina, J. C., Ivztan, I., Rupprecht, S., & Eiroa-Orosa, F. J. (2019)

3.7 Data Analysis Technique

The acquired data was analyzed by means of SPSS version 26 (Statistical Program for the Social Science). Data can also be analyzed using techniques such as correlation and multiple regression analysis in addition to more traditional descriptive methods.

3.7.1 Correlation Analysis

According to Sekaran and Bougie (2013), the Pearson correlation coefficient is a tool that can be utilized to demonstrate both the direction of the links that exist between all of the variables that were measured at an interval or ratio. In order to investigate the degree to which the two categories of variables were connected to one another, a correlation analysis was carried out.

The correlation coefficient provides information regarding two aspects of the link between two variables: the direction in which the relationship runs as well as the relationship. The value of a correlation coefficient, which is

denoted by the letter r , can range anywhere from minus one hundred to plus one hundred (Sekaran and Bougie, 2013). When the coefficient is closer to 1, the relationship is said to be stronger, whereas when it is closer to 0, the link is said to be weaker (Bryman & Bell, 2011). If the value of Pearson's r correlation is 1, it indicates that when the value of one variable increases, the values of the other variables likewise increase by the same amount. If it is -1, it indicates that if one variable increases, the other variable will decrease as a result. The researcher used the correlation method to determine the of the relationship and the amount of correlation between the independent variables and dependent variables. This allowed the researcher to determine how strongly the independent variables are related to work engagement. According to Cohen, who was utilized by Adel as a source, the strength of a correlation can be understood as the following in 1988: (2015).

Table 3.8 : *Value of Correlation and its relationship strength*

Value of Correlation, r	Strength of relationship
± 0.70 or higher	Very high relationship
± 0.50 to ± 0.69	High relationship
± 0.30 to ± 0.49	Moderate relationship
± 0.10 to ± 0.29	Low relationship

3.7.2 Multiple Regression Analysis

Sekaran and Bougie (2009) said that multiple regression could tell us about the model as a whole and about how much each variable in the model

contributes. In this study, multiple regressions were used to figure out how much each of the variables that make up the model (workload, Islamic Work Ethic, supervisory support and work engagement) mattered.



CHAPTER 4

RESULT AND FINDINGS

4.0 INTRODUCTION

This chapter analyzes all of the data and results from this study by using the statistical package for the social sciences (SPSS) version 26.0 for Windows. The report of this study's results starts with the response rate and demographic profile, which includes details like the participant's gender, age, years of work experience in the Islamic banking industry. As the study goes on, the next thing to talk about is the report on response rate, reliability, correlation analysis, and regression analysis.

4.1 Response Rate

The response rate of the questionnaire is 100%. The respondents being selected within the number of proportionate sample size. The proportionate sample size also including every each of the department consist of manager, operational executive, sales executives, front liner officer and customer service officer. This total number of questionnaire is following to the table of sampling size which has been developed by (Krejcie & Morgan, 1970). The summary of the respondents data among the Bank Islam employees from each branch being shown in Table 4.1.

Table 4.1: *Proportionate sample for each department across selected**branch*

Branch	Branch Manager/Assistant Branch Manager	Operational Executives	Sales Executives	Front Liner Executives	Customer Service Officer	Stratified Sample size
Bayan Baru	1	2	3	2	1	(9)
Georgetown	1	3	2	2	1	(9)
Kepala Batas	1	3	3	2	2	(11)
Bukit Mertajam, Bandar Baru Perda	1	2	3	2	1	(9)
Butterworth, Taman Selat	1	5	4	4	3	(17)
Sungai Petani (south)	1	3	3	3	1	(11)
Jitra	1	2	3	3	2	(11)
Kulim	1	2	3	3	1	(10)
Baling	1	2	3	2	1	(9)
Alor Star (north)	1	3	3	2	2	(11)
Alor Star, Persiaran Sultan Abdul Hamid	1	2	2	3	1	(9)
Sik	1	2	3	2	1	(9)
Guar Chempedak	1	2	3	2	1	(9)
Total	13	33	38	32	18	(134)

4.2 Descriptive Analysis

With the help of 134 completed questionnaires, the descriptive analysis has been carried out in order to investigate the respondents' profiles. The demographic characteristics of the respondents were described using frequency and percentage numbers. The responded profiles were broken down into further detail in table 4.2.

Table 4.2 : *Demographic Variables*

Item	Category	Frequency	Percentage(%)
Job Position	Branch Manager	5	3.7
	Assistant Branch Manager	8	6.0
	Operational Executives	33	24.6
	Sales Executives	38	28.4
	Front Liner Officer	32	23.9
	Customer Service Officer	18	13.4
	Total	134	100
Gender	Male	56	41.8
	Female	78	58.2
	Total	134	100
Age of respondent	20-25	17	12.7
	26-30	42	31.3
	31-35	26	19.4

	36 and above	49	36.6
	Total	134	100
Employment Status	Permanent	102	76.1
	Contract	32	23.9
	Total	134	100
Working Experience in Islamic Banking Industries	Less than 2 years	17	12.7
	3-5 years	38	28.4
	6-8 years	26	19.4
	9 years and above	53	39.5
	Total	134	100

The table 4.2 shows the demographic profile based on the job position start with the Branch manager consist of 3.7% followed by the Assistant Branch Manager 6.0%, Operational executives 24.6%, Sales Executives 28.4%, Front Liner Officer 23.9% and Customer Service Officer with 13.4%. According to the study's demographic profile table, 58.2% of respondents are female and 41.8% are male. The oldest respondents were between the ages of 36 and up (36.6 percent), followed by those between the ages of 26 and 30 (31.3 percent), those between the ages of 31 and 35 (19.4 percent), and those between the ages of 20 and 25 (12.7). Permanent employees account for 76.1% of the workforce, while contract workers make up only 23.9%.

According to the table, there were many veterans in the Islamic Banking Industries as the highest number of respondents had 9 years and above working experience in the Islamic Banking industries with the percentage of 39.5%, followed by the range of years between 3-5 years with the percentage of 28.4%, the range of years between 6-8 years with percentage of 19.4% and the range of years less than 2 years with the lowest percentage of 12.7%.

4.3 Reliability Test

The Cronbach Alpha values for each of the factors that the researcher intended to investigate are listed in the following table (Table 4.3). The reliability values indicated that the parameters under consideration are reliable for additional study. According to Sekaran (2003), if the Cronbach Alpha values are more than, then all of the variables should be deemed variable. 60.

Table 4.3 : Cronbach Alpha Values

Variables	N of items	Cronbach Alpha Value (α) (n=134)
Work Engagement	16	0.923
Workload	7	0.653
Islamic Work Ethic	47	0.977
Supervisory Support	5	0.965

4.4 Correlation Analysis

The correlation coefficient value between workload and work engagement is .297, as shown in the table 4.5, between the two. This has led to the conclusion that the strength of the relationship is weak. The result of the correlation coefficient between Islamic work ethic and work engagement is 0.545, indicating that there is a high relationship between the two. The value of the correlation coefficient between supervisory support and work engagement is 0.340, indicating that there is moderate relationship between the two.

Table 4.5 : *Result of Correlation Analysis (n=134)*

		WL	IWE	SS	WE
WL	Pearson	1	.251**	.017**	.297**
	Correlation Sig. (2 tailed)		.003	.884	.000
IWE	Pearson	.251**	1	.454**	.545**
	Correlation Sig. (2 tailed)	.003		.000	.000
SS	Pearson	.017**	.454**	1	.340**
	Correlation Sig. (2 tailed)	.884	.000		.000
WE	Pearson	.297**	.545**	.340**	1
	Correlation Sig. (2 tailed)	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed).

*WE = Average Work Engagement, *IWE = Average Islamic Work Ethic,

*SS = Average Supervisory Support.

4.5 Multiple Regression Analysis

A table 4.6 displaying a summary of the results of a multiple regression analysis where the dependent variable, work engagement, was simultaneously influenced by all three independent variables (Islamic work ethic, supervisory support, and work engagement), is presented below. The R^2 value of the two variables, which is .340. This indicates that the factors of workload and Islamic work ethic, were responsible for explaining 34% of the variance in work engagement while the supervisory support being found insignificant. The standard coefficient Beta (β) for Workload is .185 with $P < 0.05$ while the standard coefficient Beta (β) for Islamic work ethic is .436 with $P < 0.05$ followed by supervisory support $\beta = .139$ with $P > 0.05$.

Table 4.6 : Regression result of workload, Islamic work ethic and supervisory support on work engagement

Independent Variables	Dependent Variables Work Engagement (Std Beta)	t	Sig.	Tolerance	VIF
Workload	.185*	2.500	.014	.925	1.081
Islamic Work Ethic	.436*	5.244	.000	.735	1.360
Supervisory Support	.139	1.730	.086	.784	1.275
F Value	22.319				
R	.340				
Adjusted R Square	.325				

* Correlation is significant at the 0.05 level (1-tailed).

4.6 Conclusion

In conclusion, the purpose of this chapter is to determine the solution to the research question that was built and expressed in the previous chapter (Chapter 1). In addition to that, the findings and outcomes of this investigation were presented together with their explanations in this chapter. The SPSS version 26.0 was used for all of the analyses, and specialized analytical procedures including Pearson Correlation analysis and Multiple Regression analysis were utilized in order to collect the necessary data. The analyses themselves were carried out using SPSS. In the following chapter, we will talk about the conclusion as well as some recommendations for further study.



CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSIONS

5.0 Introduction

The first part of this chapter will be a discussion of the results from the last chapter. After that, there will be a suggestion for more research, a discussion of the study's limitations, and a summary of what was found. The discussion was based on the study's goals, which were laid out in chapter 1. Here is a list of these goals:

- 1.To investigate the connection between workload and work engagement.
- 2.To find out how the Islamic work ethic affects work engagement.
- 3.To study the relationship between supervisory support and work engagement.
- 4.To look at how work engagement is affected by workload, the Islamic work ethic, and supervisory support.

5.1 Summary of the Research

The primary goal of this research was to analyze the relationship between work load, Islamic work ethic, supervisor support, and work engagement. Multiple regression analysis was used to examine the potential causality between the hypothesized factors of workload, Islamic work ethic, and managerial support and employee engagement on the job.

5.2 RO1 : Relationship between Workload and Work Engagement

The result of this study shows that workload as predicted with work engagement. The result did support the findings of the previous study in the health care industry which found that workload had a positive relationship with the work engagement as according to Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2013). It found that even though there was a heavy workload, all of the employees in the banks were able to successfully handle it. This is because the employees take the amount of workload as a challenge for themselves to accomplish their work goals. Plus, the structure of the job at Bank Islam requires all of the employees to do their assignments within the allotted amount of time. The respective management will produce a work plan that includes a time range for each stage of the work activity, including the approval of funding, sales targets, and client inquiries, for example. So, they already have a more complete image of the amount of work they have to do, which allows them to effectively manage and handle the task they have to do within the allotted amount of time. Also, the rewarding systems that being applied also leads to increase the employees motivation in engaging with their work.

According to the research of Steenland et al., which was referenced in Hafizah (2015), workload can be viewed either as a positive or negative stressors. In spite of the fact that it has been hypothesized that increased workloads almost certainly become sources of stress in circumstances that call for a great deal of effort to keep an anticipated level of performance,

and that this may elicit unfavorable responses such as burnout, it is still possible for increased workloads to present challenges in the workplace. The right amount of stress within an individual's comfort zone can help them keep their concentration, keep them energized, and keep them motivated to take on new tasks at work.

5.3 RO2 : Relationship between Islamic Work Ethic and Work Engagement

Another crucial findings from this study, is the relationship between Islamic work ethic and work engagement. Through the analysis, Islamic work ethic influencing on the work engagement. Therefore, this findings confirm the results on the previous study that Islamic work ethic plays a significant role in accomplishing a better work engagement among the employees (Siddique, C. M., Ali, S., & Khurshid, S., 2017). This show that in Bank Islam, Islamic work ethic had be strengthen as the core factor for employees work engagement. The findings in this research regarding Islamic work ethic and work engagement seems to align with previous study from The Islamic work ethic stresses how important work is as a way to do one's duty to God, contribute to society, and make a living. It also talks about how important honesty, fairness, and integrity are in all work-related activities. Work engagement, on the other hand, refers to how involved, committed, and excited people are about their work.

In the context of Bank Islam, the Islamic work ethic can be thought of as a set of values and rules that tell employees how to act and what to do. This

can include a promise to offer financial products and services that are ethical and in line with Shariah, as well as a focus on meeting the needs of customers and the community as a whole. When employees agree with these values and principles, they are more likely to feel like their work has a purpose and meaning, which can make them more engaged at work.

Research has shown that the Islamic work ethic is linked to work engagement in a good way. For example, a study done in Malaysia found that employees were more interested in their work when they thought their organization had a stronger Islamic work ethic. In the same way, a study done in Turkey found that employees who were more committed to Islamic values were more interested in their jobs and were happier at work.

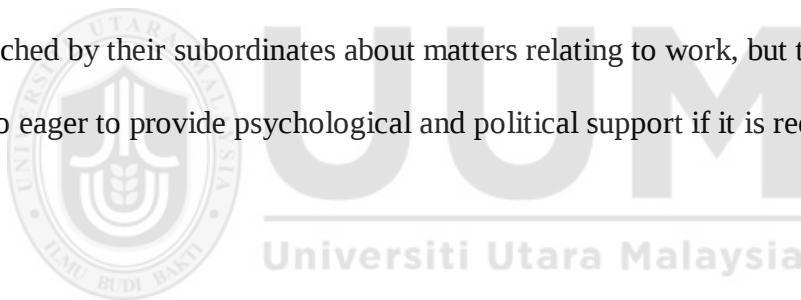
Overall, we can say that the Islamic work ethic is an important part of getting Bank Islam employees to care about their jobs. By encouraging a strong commitment to Islamic values and principles, Bank Islam can make the workplace a place where employees are engaged, motivated, and happy with their jobs.

5.4 RO3 : Relationship between Supervisory Support and Work Engagement

The findings of this study showed that there was an insignificant relationship between supervisory support and work engagement. The results of the present investigation were consistent with those obtained from earlier

research carried out by Bakker and Bal (2010), Adel (2015), and Hafizah (2015).

Based on the finding, there were a positive relationship but it seems that it is not quite significant for the supervisory support factor to influence the work engagement. This finding would be related with the previous study of When speaking about the atmosphere of the workplace at Bank Islam, supervisors completely committed themselves to their roles. Their subordinates find it simple to approach them with questions and concerns. In addition to that, they are always ready to provide their subordinate with direction in any circumstance. Supervisors at Bank Islam are not only open to being approached by their subordinates about matters relating to work, but they are also eager to provide psychological and political support if it is required.



There is no question that employees who believe their supervisor provides a high degree of support have a tendency to form their perceptions of organizational support based on the belief that their supervisor is concerned about the balance between their personal and professional lives. Indirectly, supervisory support can operate as a motivating spark to inspire employees to be more involved in their job. This is accomplished by encouraging employees to feel supported by their supervisors. Thus, as a result of this research, it demonstrates that workers at Bank Islam perceived a high level of supervisory assistance.

When matters were taken into account the specifics of the function of the managerial staff, we can reach the conclusion that the quality of the service they provide is highly dependent on the atmosphere within the organization as well as their feelings while they are on the job.

5.5 RO4 Work Engagement is affected by Workload, Islamic Work Ethic, and Supervisory Support

In this study, could see that Islamic work ethics has the biggest influence towards the work engagement with the coefficient of .436 followed by workload, .185 and supervisory support, .139. Its being made clear that Islamic banking industries relied quite heavily on the Islamic work ethic values for it's employees work engagement.

Based on the observation, Islamic work ethics mostly could being applied in the organizations which run in the Islamic countries such as in the Middle East countries. Islamic work ethic not only being applied in the Islamic finance but also many other industries such as education, technology, manufacturing and healthcare. It just make sense that Islamic work ethic in Islamic banking have a strong relation because in order to diminishing *riba*' elements in the banking principle, *sharia*' needed to be followed.

5.6 Implication for Practice

The findings presented here have made a contribution to the existing body of information concerning participation in one's work. The results of this study have provided empirical data on the relationship between workload,

Islamic work ethic, supervisory support, and job engagement. The study was carried out in the United Kingdom. According to the findings of this investigation, a favorable relationship exists between job engagement and both Islamic work ethic and supervisory support. Despite the fact that only a small number of research have been done on Islamic work ethics and engagement in the workplace in Islamic banking industries.

The findings also have few implications that could benefit for the Islamic banking management. The study shows that Islamic work ethic had positive impact in enhancing work engagement among the employees. Therefore, management needs to nurture more Islamic principles and values in order to guide and help them to improve their work performance.

There were few suggestions which could somehow help and can be applied in Islamic banking institution:-

1. Creating and promoting a strong organizational culture based on Islamic values and principles: Organizations that are committed to Islamic work ethics can create a culture that stresses the importance of honesty, fairness, and integrity in all work-related activities. This can help give employees a sense of purpose and meaning, which can make them more interested in their work.

2. Providing training and development opportunities for employees:
Organizations can offer training and development opportunities that are in

line with Islamic values and principles. This can help employees understand more about why these values are important and how they can be used in their work. By giving employees these chances, organizations can also show that they want to help their employees grow personally and professionally.

3. Creating a work environment that supports a balance between work and personal life: The Islamic work ethic stresses how important it is to have a balance between work and personal life. By making a work environment that supports a balance between work and life, companies can help their employees feel more engaged in their jobs because they will have the time and energy to do things they enjoy outside of work.

4. Employee contributions can be recognized and rewarded. Organizations can do this for employees who show a strong commitment to Islamic values and principles in their work. This can help remind employees of how important these values are and also give them a sense of pride and ownership.

Overall, if organizations promote a strong Islamic work ethic, they can make the workplace a place where employees are engaged and motivated to do their best. This can make people happier at work, make them more productive, and improve the organization's overall performance.

5.7 Limitation and Direction for Future Research

This study has numerous limitations in the way it was designed, and those constraints could have an impact on how the findings are interpreted and how broadly they can be applied. The following section addresses these concerns.

The purpose of this study was to explore how factors such as workload, Islamic work ethic, and supervisory support impact employee engagement in their jobs; however, the research was only carried out at Bank Islam. Participants from other Islamic financial institutions were not invited to take part in this study. So, the findings only captured the perspectives of employees from Bank Islam regarding the potential elements that could influence their level of work engagement. Consequently, there is a need for more research to broaden the exploration of the influence of workload, Islamic work ethic, and supervisory support on the employees from different Islamic Banks. This could offer a greater knowledge of the difficulties surrounding job engagement.

The second limitation of this study is that only three types of factors were considered: workload, Islamic work ethic, and supervisor support. Role ambiguity, leadership style, human resources procedures, corporate culture, personal resources, autonomy and personality factors were not included on this study as they were deemed unnecessary. That would open up a new line of inquiry.

In conclusion, even if there are some drawbacks connected to the methodology that was utilized in this study, the results are nevertheless insightful and helpful for both academics and real-world professionals.

5.8 Conclusions

The primary objective of this research is to investigate the effect that workload, adherence to Islamic work ethic, and assistance from supervisors have on the level of work engagement exhibited by employees in Islamic banking industries. According to the findings, a favorable relationship exists between work engagement and the Islamic work ethic as well as supervisory support.

It is envisaged that a more comprehensive understanding of the influence of these aspects can be attained through the investigation of workload, Islamic work ethic, supervisory support, and job engagement among the employees of Bank Islam.

REFERENCES

Forbes. (2019, May 15). The pros and cons of competition in the workplace.

Forbes. <https://www.forbes.com/sites/ashleystahl/2019/05/15/the-pros-and-cons-of-competition-in-the-workplace/?sh=14b6cf2b10ee>

Beer, M., & Nohria, N. (2000). Cracking the code of change. Harvard

Business Review, 78(3), 133-141. <https://hbr.org/2000/05/cracking-the-code-of-change>

Gallup, I. (2023) *State of the global workplace report*, Gallup.com. Gallup.

Available at: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx> (Accessed: March 27, 2023).

Brian (2021) *2021 global talent trends report: The future of work: Mercer*,

BrianHeger.com. Available at: <https://www.brianheger.com/2021-global-talent-trends-report-the-future-of-work>

Albrecht, S.L. (2010). Handbook of Employee Engagement: Perspectives,

Issues, Research and Practice, Edward Elgar Publishing, Aldershot.

Albrecht, S.L. (2012). The influence of job, team and organizational level

resources on employee well-being, engagement, commitment and extra-role performance Test of a model. *International Journal of Manpower* 33(7), 840-853

- Shuck, B., & Wollard, K. K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110. <https://doi.org/10.1177/1534484309353560>
- Ito, K. (2012). The effects of gratitude expression on neural activity. *NeuroImage*, 61(1), 25-32. <https://doi.org/10.1016/j.neuroimage.2012.02.068>
- Babcock-Roberson, R., & Strickland, O. (2010). The relationship between charismatic leadership, work engagement, and organizational citizenship behaviors. *The Journal of Psychology*, 144(3), 313-326. <https://doi.org/10.1080/00223981003613362>
- Taipale, S., Selander, K., Antilla, E., & Nätti, J. (2011). Organizational socialization and occupational well-being among new nursing graduates: A longitudinal study. *Journal of Advanced Nursing*, 67(4), 868-877. <https://doi.org/10.1111/j.1365-2648.2010.05529.x>
- Glaser, E. M., Tatum, B. C., Nebeker, D. M., Sorenson, R. L., & Aiello, J. R. (1999). Clinical staff nurse job satisfaction in an acute care urban hospital: Implications for recruitment and retention. *Journal of Nursing Administration*, 29(5), 36-41. <https://doi.org/10.1097/00005110-199905000-00007>

- French, J. R. P., & Caplan, R. D. (1973). Organizational stress and individual strain. In A. Marrow (Ed.), *The failure of success* (pp. 30-66). Amacom.
- Sauter, S. L., & Murphy, L. R. (1995). Organizational risk factors for job stress. *American Psychologist*, 50(4), 241-251.
<https://doi.org/10.1037/0003-066X.50.4.241>
- Kam, C. D. (2012). Thinking about thinking: Information processing approaches to the study of electoral politics. *Annual Review of Political Science*, 15, 399-422. <https://doi.org/10.1146/annurev-polisci-032210-150217>
- Nurul Aimi, M. F., Ho, J. A., Ng, S. T., & Murali Sambasivan, M. (2015). Factors influencing job satisfaction among registered nurses: A questionnaire survey in Singapore. *Journal of Clinical Nursing*, 24(21-22), 3035-3047. <https://doi.org/10.1111/jocn.12908>
- De Braine, R., & Roodt, G. (2011). Personality traits as predictors of the perceived benefits of teleworking. *SA Journal of Human Resource Management*, 9(1), 1-10. <https://doi.org/10.4102/sajhrm.v9i1.356>
- Yousef, D. A., & Abu Saad, H. (2007). Measuring job satisfaction in a multicultural environment: The case of United Arab Emirates.

Annals of Public and Cooperative Economics, 78(1), 117-139.

<https://doi.org/10.1111/j.1467-8292.2007.00315.x>

Al-Khasawneh, A. A. (2015). Factors affecting the adoption of e-learning in Jordanian universities. *International Journal of Information and Education Technology*, 5(7), 538-544.

<https://doi.org/10.7763/IJiet.2015.V5.563>

Al-Masaeid, L. J., & Al-Shorman, M. O. (2015). The impact of training on job satisfaction and intention to stay: An empirical study on Jordanian nurses. *International Journal of Human Resource Studies*, 5(3), 41-55. <https://doi.org/10.5296/ijhrs.v5i3.7532>

Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (2002). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 87(4), 698-714.

<https://doi.org/10.1037/0021-9010.87.4.698>

Wagner, R. R., & Harter, J. K. (2006). The impact of employee engagement on organizational performance. In S. Albrecht (Ed.), *Handbook of employee engagement: Perspectives, issues, research and practice* (pp. 399-411). Edward Elgar Publishing.

Aycan, Z., & Eskin, M. (2005). Relative contributions of childcare, spousal support and organizational support in reducing work-family conflict

for men and women: The case of Turkey. *Sex Roles*, 53(7/8), 453-471. <https://doi.org/10.1007/s11199-005-7139-9>

Catsoupes, M., Kossek, E. E., & Sweet, S. (2006). *The work and family handbook: Multi-disciplinary perspectives and approaches* (2nd ed.). Lawrence Erlbaum Associates.

Bacharach, S. B., & Bamberger, P. (2007). Mutual help in organizations: A social exchange perspective. In R. P. Vecchio & E. D. Klimoski (Eds.), *Handbook of psychology, volume 12: Industrial and organizational psychology* (pp. 227-244). Wiley.

<https://doi.org/10.1002/9780470171439.ch12>

Kallath, J., & Beck, J. (2001). *Human resource management: Text and cases*. Tata McGraw-Hill Education.

Van den Broeck, A., Baillien, E., & De Witte, H. (2011). Job demands–resources theory and work engagement: Bridging two research traditions. *Journal of Personnel Psychology*, 10(2), 51-54.

<https://doi.org/10.1027/1866-5888/a000028>

Majid, M. A. (1994). Quantitative studies allow for a more accurate assessment of causality. *Journal of Educational Psychology*, 86(3), 393-394. <https://doi.org/10.1037/0022-0663.86.3.393>

Chua, Y. P. (2012). Connecting the dots: Measuring relationships among variables. *Journal of Business and Psychology*, 27(1), 79-90.

<https://doi.org/10.1007/s10869-011-9248-6>

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>

Adel, A. (2015). Sampling. In J. D. Wright (Ed.), *International Encyclopedia of the Social & Behavioral Sciences* (2nd ed., Vol. 21, pp. 305-308). Elsevier. <https://doi.org/10.1016/B978-0-08-097086-8.24071-4>

Karasek, R. A. (1985). *Job content questionnaire and user's guide*. Department of Health and Human Services, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health.

Bryman, A., & Bell, E. (2011). *Business research methods*. Oxford University Press.

Bakker, A.B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International* 13(3).209-223.

- Bakker, A.B., & Bal, M.P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189-206..
- Dikkers, J.S.E., Jansen, P.G.W., De Lange, A.H., Vinkenbunrg, C.J & Kooij, D. (2010) Proactivity, job characteristics, and engagement: a longitudinal study. *Career Development International* 15(1), 59-77
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: The integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324-336.
<https://doi.org/10.1108/01437731011056985>
- Xu, Y., & Thomas, H. (2011). Hotel revenue management: From theory to practice. *Journal of Hospitality Marketing & Management*, 20(2), 135-152. <https://doi.org/10.1080/19368623.2011.541703>
- Khuwaja, A. K., Qureshi, R., Andrades, M., Fatmi, Z., & Khuwaja, N. K. (2004). Comparison of job satisfaction and stress among male and female doctors in teaching hospitals of Karachi *Journal of Ayub Medical College Abottabad*, 16(1), 23-27.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235-244.

- Siddique, C. M., Ali, S., & Khurshid, S. (2017). The relationship between Islamic work ethic and work engagement: Empirical evidence from healthcare industry in Pakistan. *International Journal of Business and Management*, 12(6), 13-25
- Ibrahim, A., & Kamri, N. 'A. (2019). Measuring the Islamic work ethics: An alternative approach. *Journal of Islamic Accounting and Business Research*, 10(2), 265-280. doi: 10.1108/JIABR-06-2016-0058.
- Boukerrou, A., & Elbanna, M. A. (2015). Islamic work ethic: Its implications for organizational behavior. *Journal of Business Ethics*, 129(4), 789-801.
- Ahmad, Z. A., & Soh, M. A. M. (2016). Islamic work ethic and its implications for human resource management. *Journal of Business Ethics*, 139(4), 731-743.
- Kamalizad, A., & Rezaee, A. A. (2017). Islamic work ethic and its relationship with job satisfaction and organizational commitment. *Journal of Islamic Marketing*, 8(2), 309-326.
- Yousuf, M., & Nawaz, M. (2018). Islamic work ethic and its impact on workplace behavior. *International Journal of Islamic and Middle Eastern Finance and Management*, 11(3), 375-393.

- Smith, J. D. (2022). The Impact of Remote Work on Employee Engagement in the Post-COVID-19 World. *Unpublished doctoral dissertation, University of California, Los Angeles.*
- Ali, H., Zaman, K., Khan, A., & Ahmed, U. (2019). Factors Driving Work Engagement in Islamic Banks: An Exploratory Study. *Global Business Review*, 20(1), 73–89.
<https://doi.org/10.1177/0972150918815248>
- Khaled, S. A. (2020). Factors influencing work engagement in Islamic banks: An empirical study in Saudi Arabia (*Doctoral dissertation, University of Jeddah*).
- Hassan, M. K., & Kayed, R. N. (2017). Work engagement in Islamic banks: A qualitative study in Malaysia. *Journal of Islamic Marketing*, 8(4), 610-628. doi: 10.1108/JIMA-06-2015-0054
- Azhar, M., & Sidani, Y. (2019). The relationship between Islamic work ethics and work management in Islamic banks: Evidence from Malaysia. *Journal of Islamic Marketing*, 10(4), 1125-1144. doi: 10.1108/JIMA-08-2018-0173
- A. M. Siti Khadijah, N. Kamaluddin, & A.S.A.P. Salin. (2017). Islamic Work Ethics (IWE) Practice among Employees of Banking Sectors. *Journal of Advanced Research in Social and Behavioural Sciences*, 6(1), 58-69.

- Beekun, R. I. (1997). Islamic business ethics. *The International Journal of Islamic and Arabic Studies*, 14(1), 25-46.
- Muhammad Syahir Abdul Wahab. (2014). *The Influence Of Work Environment Inhibitors On The Various Engagements In Informal Workplace Learning Activities Amongst Malaysian Accountants. Phd Dissertation.*
- Muhammad Samzul Izzuddin Said. (2012). *The Effects Of Human Resource Practices, Supervisor Support And Empowerment On Employee Motivation. Master Dissertation*
- Narjis Mohamad Zaki. (2011). *The effect of personal resources and job resources on work engagement- A study of multi-national company manufacturing unit, Master Dissertation*
- Ng, L.P. (2015). *The Moderating Effects Of Job Demand Between Job Resources, Work-Life Enrichment, And Core Self-Evaluations On Work Engagement Among Academics In Malaysian Public Universities. PhD Dissertation*
- Ng, G.C., & Tay, A. (2010) Does work engagement mediate the relationship between job resources and job performance of employees? *African Journal of Business Management*. 4(9), 1837-1843
- Schaufeli, W.B., & Bakker, A.B. (2003). UWES-utrecht work engagement scale: Test manual. *Department of Psychology, Utrecht University.*

Schaufeli, W. & Salanova, M. (2011). "Work engagement: on how to better catch a slippery concept", *European Journal of Work and Organizational Psychology*, 20, 39-46.

Schaufeli, W.B. & Bakker, A.B. (2010). "Defining and measuring work engagement: bringing clarity to the concept", in Bakker, A.B. and Leiter, M.P. (Eds), *Work Engagement: A Handbook of Essential Theory and Research*, Psychology Press, New York, NY, pp. 25-38.

Karatepe, O. M. (2011). Service workers' emotional displays: The effects on customers' evaluations of service experiences and satisfaction. *International Journal of Hospitality Management*, 30(3), 648-658.
<https://doi.org/10.1016/j.ijhm.2010.11.003>

Schaufeli, W.B., and Taris, T.W. (2013). A Critical Review of the Job Demands Resources Model: *Implications for Improving Work and Health Bridging Occupational, Organizational and Public Health*: 43 DOI 10.1007/978-94-007-5640-3 4,

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach (5th ed.)*. New Jersey : John Wiley and Sons

Ahmad, M. I., & Shahzad, F. (2015). Islamic work ethic and organizational commitment: Evidence from Islamic banking in Pakistan. *Journal of Business Ethics*, 126(2), 361-376.

Fearon, R. P., Bakermans-Kranenburg, M. J., van IJzendoorn, M. H., Lapsley, A. M., & Roisman, G. I. (2013). The significance of insecure attachment and disorganization in the development of children's externalizing behavior: A meta-analytic study. *Child Development*, 84(1), 178-196. <https://doi.org/10.1111/j.1467-8624.2012.01851.x>

Farooq, O., & Amin, M. (2014). The influence of Islamic work ethics on individual innovativeness and attitudes towards entrepreneurship: A study of Iranian ICT professionals. *Journal of Business Ethics*, 124(2), 219-233.

Abbas, M., Raja, U., & Darr, W. (2017). The effect of Islamic work ethic on job satisfaction and organizational commitment: The mediating role of person-organization fit. *Journal of Business Ethics*, 140(1), 183-199.

Lomas, T., Medina, J. C., Ivztan, I., Rupprecht, S., & Eiroa-Orosa, F. J. (2019). Mindfulness-based interventions in the workplace: An inclusive systematic review and meta-analysis of their impact upon wellbeing. *Journal of Occupational Health Psychology*, 24(1), 108–139. doi: 10.1037/ocp0000124

APPENDICES

Appendix A: Set of Questionnaire



QUESTIONNAIRE

Dear Respondents,

I am a Master in Human Resources Management (MHRM) student of Universiti Utara Malaysia want to conduct a survey on "The Relationship Between Workload, Islamic Work Ethic, Supervisory Support and Work Engagement Among Islamic Bank Employees".

You have been chosen to help answering the questionnaire for research purpose. I understand that your time is limited and many demands had been made upon you. However, your participation for this survey which require for about 5-10 minutes is vital for the success of this research. All the information provided in this survey will be confidential for the present study purpose. No information pertaining to the individuals will be divulged to any third party. In sum, the information obtained in this survey will be used purely for academic purpose.

Thank you so much for the cooperation in responding to survey. Your participation for this study is highly appreciated.

Sincerely,

Muhammad Uzair Al-Afnan Bin Mohd Nadzri

Master in Human Resources Management (MHRM)

Universiti Utara Malaysia

Email: uzairafnan@gmail.com

The following item are related to personal information. Please **TICK (/)** on your response. Please answer the following items. Your personal information will be kept confidential.

SECTION A: PERSONAL INFORMATION

1. Job Position:

Branch manager	
Assistant Branch Manager	
Operational Executive	
Sales executive	
Front Liner Officer	
Customer Service Officer	

2. Gender:

Male	
Female	

3. Age:

20-25 years	
26-30 years	
31-35 years	
36 years and over	

4. Employment Status

Contract	
Permanent	

5. Working experience in Islamic Banking industries

Less than 2 years	
3-5 years	
6-8 years	
9 years and above	

SECTION B: WORKLOAD

This section examines the workload factor. Please CIRCLE your degree of agreement at the end of each statement.

Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
--------------------------	--------------	--------------------------------------	-----------	-----------------------

1	I don't have enough time to do good work.	1	2	3	4	5
2	Over the past few years, I've been given more hours to finish my work	1	2	3	4	5
3	The amount of work I'm expected to do is doable, given all the other things I have to do.	1	2	3	4	5
4	Over the past year, I've had more work to do.	1	2	3	4	5
5	I often have to work after hours to finish my work.	1	2	3	4	5
6	The amount of work I'm supposed to do and/or oversee is fair.	1	2	3	4	5
7	The amount of work I have to do is fair.	1	2	3	4	5

SECTION C: ISLAMIC WORK ETHIC

This section examines Islamic work ethic factor. Please CIRCLE your degree of agreement at the end of each statement.

Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
--------------------------	--------------	--------------------------------------	-----------	-----------------------

1	My place of work allows me to worship as it should.	1	2	3	4	5
2	I work for an Islamic bank because its products meet the requirements of shariah.	1	2	3	4	5
3	I know that my salary is halal because the Islamic bank doesn't make riba (interest).	1	2	3	4	5
4	I know enough about Islamic banking to do my job.	1	2	3	4	5
5	Work shouldn't just be judged by what it produces, but also by what it's meant to do.	1	2	3	4	5
6	I think of my work as a way to honor God.	1	2	3	4	5
7	When I work, I always try to get the best result possible.	1	2	3	4	5
8	I try not to be lazy when I work	1	2	3	4	5
9	I try my best at everything I do.	1	2	3	4	5
10	I deal with all of my work obligations with patience.	1	2	3	4	5
11	I think that work limits are part of what work is.	1	2	3	4	5
12	Working on your own can help you move up in your job.	1	2	3	4	5
13	I always work hard to do what I'm supposed to do.	1	2	3	4	5
14	I think that competition can help to make work better.	1	2	3	4	5

15	There is fair competition among Islamic banks.	1	2	3	4	5
16	At the bank where I work, internal competition means that any means are okay.	1	2	3	4	5
17	I will do my best to keep customer contracts	1	2	3	4	5
18	I always try to be honest at work.	1	2	3	4	5
19	I won't tell other people a secret about my company.	1	2	3	4	5
20	I've never been late to work without being told ahead of time.	1	2	3	4	5
21	I do everything I can to get the job done on time.	1	2	3	4	5
22	I do my work honestly	1	2	3	4	5
23	I have the moral courage to stand by my principles and not give in.	1	2	3	4	5
24	I'm honest about every financial transaction I make.	1	2	3	4	5
25	I won't be happy if dealing with non-compliance matter	1	2	3	4	5
26	I'm careful when I work.	1	2	3	4	5
27	Creative work makes me feel happy and like I've done something good.	1	2	3	4	5
28	If I want to be a better professional, I will always want to get training	1	2	3	4	5
29	It's not good for work to be careless.	1	2	3	4	5
30	I care more about the success of the group than about my own success.	1	2	3	4	5
31	I'm willing to help my coworkers solve problems at work.	1	2	3	4	5
32	I think it's good to work together.	1	2	3	4	5
33	Working as a team can bring people together.	1	2	3	4	5
34	I put a lot of importance on getting along well with my coworkers	1	2	3	4	5
35	If I need to, I will talk to my coworkers about how to finish a job.	1	2	3	4	5

36	I respect every customer, no matter where they come from.	1	2	3	4	5
37	I treat all customers the same, no matter where they come from.	1	2	3	4	5
38	Everyone at my job is treated fairly.	1	2	3	4	5
39	I think it's a good thing to be humble at work.	1	2	3	4	5
40	In my work, I should think about what's going on in the community.	1	2	3	4	5
41	I do good things for the good of society.	1	2	3	4	5
42	When I make more than enough, I can contribute to the well-being of society (e.g. via sort forms of charity: zakah, infaq, sadaqah, etc).	1	2	3	4	5
43	Work isn't an end in itself for me; it's a way to improve myself.	1	2	3	4	5
44	Work is a way for me to connect with more people.	1	2	3	4	5
45	Work is the only thing in life that makes sense to me.	1	2	3	4	5
46	I am more likely to get ahead in life if I work.	1	2	3	4	5
47	Working allows me to be on my own.	1	2	3	4	5

SECTION C: SUPERVISORY SUPPORT

This section examines Supervisory support factor. Please CIRCLE your degree of agreement at the end of each statement.

Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	--------------------------------	-----------	--------------------

1	My supervisors instruct me on how to better my work.	1	2	3	4	5
2	My supervisor recently praised my work.	1	2	3	4	5
3	My supervisor uses a wide range of strategies to promote my growth.	1	2	3	4	5
4.	My manager is an experienced coach who	1	2	3	4	5

	can help me grow in my position.					
5.	In my experience, my supervisor places a premium on encouraging employee growth.	1	2	3	4	5

SECTION C: WORK ENGAGEMENT

This section examines Work Engagement factor. Please CIRCLE your degree of agreement at the end of each statement.

1	When I'm at work, I feel like I'm going to burst.	1	2	3	4	5
2	The work I do gives me a lot of meaning and purpose.	1	2	3	4	5
3	When I'm at work, time goes by quickly.	1	2	3	4	5
4.	At my job, I feel strong and healthy.	1	2	3	4	5
5.	I'm excited about what I do.	1	2	3	4	5
6.	When I'm working, I forget about everything else.	1	2	3	4	5
7.	My job gives me ideas.	1	2	3	4	5
8.	I'm happy to go to work when I wake up in the morning.	1	2	3	4	5
9.	I'm happy when I'm working hard.	1	2	3	4	5
10.	I'm proud of the work I do.	1	2	3	4	5
11.	I'm completely absorbed in my work.	1	2	3	4	5
12.	I can work for a very long time.	1	2	3	4	5
13.	I find my job challenging.	1	2	3	4	5
14.	I get caught up in my work.	1	2	3	4	5
15.	At my job, I have to be mentally strong.	1	2	3	4	5
16.	It's hard for me to separate myself from my work.	1	2	3	4	5

THANK YOU FOR YOUR KIND COOPERATION

APPENDIX B1: REABILITY TEST (PILOT TEST)

Work Engagement

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.932	16

Workload

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.770	7

Islamic Work ethic

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.992	47

Supervisory Support

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.989	5

APPENDIX B2: REABILITY TEST (ACTUAL TEST)

Work Engagement

Case Processing Summary

		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.923	16

Item Statistics**Descriptive Statistics**

	N	Mean	Std. Deviation
At my work, I feel like I am busting with energy	134	4.1269	.68739
I find that work that I do full of meaning and purpose	134	4.1716	.75120
Time flies when I am working	134	4.3433	.80510
At my job, I feel strong and vigorous	134	4.1343	.73363
I am enthusiastic about my job	134	4.1567	.77415
When I am working, I forget everything else around	134	4.0970	.86598
My job inspires me	134	4.1418	.82401
When I get up in the morning, I feel happy going to work	134	3.9179	.93430
I feel happy when I am working intensely	134	4.1493	.79005
I am proud of the work that I do	134	4.2090	.76654
I am immersed in my work	134	4.1493	.74093
I can continue working for a very long periods of time	134	3.9478	.89541
To me, my job is challenging	134	3.7985	1.26717
I get carried away when I am working	134	3.9254	.77194

At my job, I am very resilient, mentally	134	3.9403	.79246
It is difficult to detach myself from the job	134	3.8134	.98231
Valid N (listwise)	134		

Workload

Case Processing Summary

		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.653	7

Item Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
I do not have enough time to perform quality work	134	3.4627	.97839
The number of hours I am expected to finish my work has increased in recent years	134	3.4179	1.07114
The amount of workload I am expected to do is manageable, given my other responsibilities	134	3.2164	.93682
My workload has increased over the past 12 months	134	3.3806	1.16848

I often need to work after hours to meet my work requirements	134	3.4478	1.19879
The number of work I am expected to handle and/or supervise is reasonable	134	3.2388	.75771
The amount of my workload is reasonable	134	3.2164	.87024
Valid N (listwise)	134		

Islamic Work ethic

Case Processing Summary

		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.977	47

Item Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
My workplace accommodates my worship as it should be.	134	4.6940	.61592
I work for the Islamic bank because its products have met shariah compliance.	134	4.6567	.67283
I am certain that my salary is halal because the Islamic bank avoids earning riba	134	4.6269	.70093

I have adequate knowledge about Islamic banking.	134	4.3433	.78620
Work should not be only derived from its output, but also from its accompanying intention.	134	4.5970	.69498
For me, work is a form of worship to God.	134	4.6791	.63246
In working, I always strive for the best result.	134	4.6119	.65935
I avoid laziness in working.	134	4.5299	.67934
I work to the best of my ability.	134	4.4179	.70762
I deal with work constraints patiently.	134	4.2612	.77488
To me, work constraints are part of work itself.	134	4.3060	.81552
Progress on the job can be obtained through self-reliance	134	4.2910	.71319
I constantly work hard to meet my responsibilities	134	4.4104	.71727
I believe competition is able to improve quality of work	134	4.2910	.85686
Competition among Islamic banking is fair	134	4.1791	.83936
Internal competition at the bank where I work for justifies any means	134	3.9851	.95764
I will do my best to fulfill customer request	134	4.3582	.70873
I strive to always be honest in working	134	4.5448	.65598
I will not leak my company's secret to other parties	134	4.6045	.66058

I have never come late to work without prior permission	134	4.3806	.79278
I make every effort to finish job on time	134	4.4104	.70671
I work sincerely	134	4.4552	.73183
I have the integrity to refuse to compromise on matters of principle	134	4.3657	.71019
I conduct every financial transaction transparently	134	4.5149	.67984
I will be uncomfortable dealing with non-compliance matters	134	4.5000	.66886
I work carefully	134	4.4403	.68837
To me, creative work is a source of happiness	134	4.2612	.75522
For me, training will always be desirable to be more professional	134	4.4403	.70988
Carelessness is counterproductive for work	134	4.2761	.78894
For me, a collective success is more important than personal success	134	4.2313	.82183
I am willing to help colleagues to solve work problems	134	4.4254	.70845
To me, cooperation is a virtue in work	134	4.4403	.74097
Teamwork can stimulate the collectivity	134	4.4328	.71973
I put emphasis on a good relationship with my colleagues	134	4.4478	.72098
To finish a job, I will consult my colleagues if necessary	134	4.4030	.72671

I respect each customer regardless of his/her social background	134	4.5149	.71225
I treat all customers fairly regardless of their social background	134	4.5224	.70141
My workplace treats all employees fairly	134	4.4030	.85944
I regard humility in work as a virtue	134	4.5000	.73321
I should take community affairs into consideration in his/her work	134	4.3507	.79715
I do good work to benefit society	134	4.5075	.70173
Producing more than enough enables me to contribute to the prosperity of society (e.g. via sort forms of charity: zakah, infaq, sadaqah, etc)	134	4.4627	.70077
For me, work is not an end in itself but a means to foster my personal	134	4.3881	.71409
Work is a method to increase my social relationship	134	4.4254	.69776
To me, life has no meaning without work	134	4.2313	.92512
Working is a more likely way for me to get ahead in life	134	4.4179	.65234
Work gives me the chance to be independent	134	4.3806	.72335
Valid N (listwise)	134		

Supervisory Support

Case Processing Summary

		N	%
Cases	Valid	134	100.0
	Excluded ^a	0	.0
	Total	134	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.965	5

Item Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
My manager show me how to improve my performance	134	3.6343	.89729
My manager let me know how well I am performing	134	3.7015	.90968
My manager utilizes a variety of methods to assist me with my development	134	3.6940	.89466
My manager has the skills to coach me effectively in my development	134	3.6642	.91720
My manager views developing staff as an important aspect of his/her job	134	3.6940	.93574
Valid N (listwise)	134		

APPENDIX B3: MULTIPLE REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 ^a	.340	.325	7.58953

a. Predictors: (Constant), SS, WL, IWE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.843	6.260		2.371	.019
	WL	.425	.170	.185	2.500	.014
	IWE	.167	.032	.436	5.244	.000
	SS	.297	.172	.139	1.730	.086

a. Dependent Variable: WE



UUM
Universiti Utara Malaysia