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Ajman University of Science & Technology
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ABSTRACTS

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Authentic leadership, trust, and employees' work engagement: A comparative study of Islamic and conventional banks in Malaysia

ABSTRACT

The paper reports the findings of a study conducted in two types of banks in Malaysia, that is, Islamic and conventional and intended to examine differences in employees' perception of the authenticity in managers' leadership style, interpersonal and institutional trust and work engagement. It was expected that the faith based culture of Islamic banks will provide a strong organizational impetus to promote greater authenticity in managerial style, facilitate interpersonal and institutional trust, and together these factors should contribute to employees' work engagement. Sample consisted of 189 employees from Islamic banks and 206 from conventional banks. Results were in the expected direction. Compared to managers of conventional banks managers from Islamic banks were rated as more authentic; hence employees had higher level of interpersonal and institutional trust, and were more engaged in their work. Results are discussed using situational strength construct.

Key words: Islamic banks, situational strength, authentic leadership, trust, work engagement

Topic *Banking Performance - Islamic and Western*

Chair or co-Chair Emmanuel O. Ntui, Prince Mohammad Bin Fahd University,
Saudi Arabia

Arif Hassan, International Islamic University, Malaysia

Room & Time Room 3 1-2:30PM

Academic Papers or Discussion Panels

Banking Behavior of Islamic Bank Customers in United Arab Emirates
by Saeed Obaid Saeed Mohamed Al Shambili and Tengku Akbar Tengku
Abdullah both of Kuala Lumpur Infrastructure University College, Malaysia

**Statement of Range of Jordanian Islamic Banks Observance of
International Audit Standards and Their Effect upon the Application
of Accounting System** by Saeed Mikhled Ahmad Al-Naimat, Mohamad
Mohamad Humeedat, and Tareq Oudeh Eid Bani khaled all of whom
are from Amman University College and Al-Balqaa Applied Sciences
University, Jordan

**Performance of Islamic and Conventional Banks of the GCC Region:
Is the Difference in Performance Statistically Significant?** by Zahra
Zafar Khan, University of Wollongong in Dubai, UAE

**Authentic Leadership, Trust, And Employees' Work Engagement: A
Comparative Study Of Islamic And Conventional Banks In Malaysia**
by Forbis Ahamed and Arif Hassan both of International Islamic University
Malaysia, Malaysia

2:30 to 3 pm Coffee Break