

**UNIVERSITI TEKNOLOGI MARA**

**SPIRITUALITY AND LEADERSHIP  
EFFECTIVENESS AMONG MUSLIM  
LEADERS IN PUBLIC SECTOR**

**MOHD ZAKY BIN RAMLEE**

Dissertation submitted in fulfillment of the requirements for the  
Executive Master of Administrative Science  
(EMAS)

**Faculty of Administrative Science and Policy Studies**

JANUARY 2017

## **CONFIRMATION BY PANEL OF EXAMINERS**

I certify that a Panel of Examiners has met on 17<sup>th</sup> December 2016 to conduct the final examination of Mohd Zakey Bin Ramlee on his Executive Master of Administrative Science Dissertation entitled “Spirituality and Leadership Effectiveness among Muslim Leaders in Public Sector” in accordance with Universiti Teknologi MARA Act 1976 (Akta 173). The Panel of Examiners recommends that the student be awarded the relevant degree. The panel of Examiners was as follows:

Dr. Kuldip Singh,  
Senior Lecturer  
Faculty of Administrative Science and Policy Studies,  
Universiti Teknologi MARA

Dr. Ting Siew King  
Senior Lecturer  
Faculty of Business Management  
Universiti Teknologi MARA

Noorfadhleen Mahmud  
Senior Lecturer  
Faculty of Administrative Science and Policy Studies,  
Universiti Teknologi MARA

**THALANY KAMRI, PhD**  
Head  
Institute of Graduates Studies  
Universiti Teknologi MARA  
Sarawak  
Date: 3<sup>rd</sup> January, 2017

## **AUTHOR'S DECLARATION**

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Mohd Zakey Bin Ramlee

Student I.D. No. : 2014195543

Programme : Executive Master of Administrative Science – AM770  
Faculty of Administrative Science and Policy Studies

Dissertation Title : Spirituality and Leadership Effectiveness among Muslim  
Leaders in Public Sector

Signature of Student :

Date : January 2017

# TABLE OF CONTENTS

	<b>Page</b>
<b>CONFIRMATION BY PANEL OF EXAMINERS</b>	<b>ii</b>
<b>AUTHOR'S DECLARATION</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF TABLES</b>	<b>xi</b>
<b>LIST OF FIGURES</b>	<b>xii</b>
<b>LIST OF APPENDICES</b>	<b>xiii</b>
<b>CHAPTER 1:INTRODUCTION</b>	
1.1 Preamble	1
1.2 Research Background	1
1.3 Research Problem	4
1.4 Research Questions	7
1.5 Research Objectives	8
1.6 Research Scope	9
1.7 Research Significance	9
1.8 Research Limitation and Constraints	10
1.8.1 Time Constraint	10
1.8.2 Data Accessibility Constraint	11
1.9 Definition of Research Terminologies	11
1.9.1 Belief	11
1.9.2 Rituals	11
1.9.3 Repentance	11
1.9.4 Spirituality	12

## ABSTRACT

Currently, Islamic concept has become more prominent in the development of society. It is no longer unfamiliar among the world community. In addition, the administration and management based on Islamic concept is also becoming increasingly popular among organizations around the world. Since many scholars believe that there is still lack of study regarding Islamic perspective in management, thus the purpose of this research is to examine about this problem and explore more about Qur'an way of leadership. On the other hand, the study also explores the relationship between Islamic spirituality concept and the effectiveness of the leadership. The independent variables involved in this research are belief (*iman*), rituals (*ibadat*) and repentance (*tawbah*) while the dependent variable is leadership effectiveness. A total of 180 respondents among civil servants in public sector within Kuching and Kota Samarahan were participated in the survey. Those respondents were from federal government, state government, local government and public university. The result belief was found to be significant with very strong correlation and positive relationship with leadership effectiveness. As for repentance, the result also shows that this variable was significant with a strong correlation and positive relationship with leadership effectiveness. Meanwhile for rituals, the result shows that this variable has insignificant with a moderate correlation and positive relationship with leadership effectiveness. The main contribution of this research is that it has extending the leadership effectiveness study based on Islamic view and it focusing more on the Malaysian public sector specifically within Kuching and Kota Samarahan. In addition, the findings may give potential inputs and an insight to organization's leader to adopt those spirituality values in their daily life in order to develop the leadership skills and improve the effectiveness. Apart from that, it reveals what is the factor that influencing the most on the leadership effectiveness among leaders in public sector. Suggestions for future research were also provided in this research.

Keywords: Spirituality, Belief, Rituals, Repentance, Leadership Effectiveness.