

**“Impact of Transformational Leadership on The Employees Work Engagement; The Mediating Role of Organizational Identification. Evidence from the Banking Sector in the Twin Cities. “**



**BY:**

Madiha Khalid

01-120162-020

**MBA (Human Resource Management)**

**Supervisor**

**Nida Kamal**

**Department of Business Studies**

**Bahria University Islamabad**

**Fall-2019**

---

# FINAL PROJECT/THESIS APPROVAL SHEET

## Viva-Voce Examination

Viva Date 21/01/2020

Topic of Research: "Impact of Transformational Leadership on The Employees Work Engagement; The Mediating Role of Organizational Identification. Evidence from the Banking Sector in the Twin Cities."

Names of Student(s):

Name: Madiha Khalid

Enrollment No: 01-120162-020

Class: MBA

Approved by:

---

**Nida Kamal**  
Supervisor

---

**Firdous Ahmed Shehri**  
Examiner-I

---

**Aftab haider**  
Examiner-II

---

**Dr. Syed Haider Ali Shah**  
Research Coordinator

---

**Dr. Muhammad Ali Saeed**  
Head of Department  
Business Studies

---

## **Acknowledgement**

From the most profound of my heart, I might want to say thanks to Almighty ALLAH for the unequivocal love he has indicated me for a mind-blowing duration and quality. He has furnished me to adapt to any difficulties that go over in my entire life. I might want to grateful and worth exertion of my director Miss. Nida Kamal who has given her reverential responsibility towards the achievement of this paper. Her expert direction, overpowering frame of mind, and overwhelming help have made this exposition a plausibility inside a constrained range of time permitted. I might want to thank my family as I am appreciative for their adoration and backing through each thick and slender period of my life. My family has been the prime explanation for the achievement and accomplishments that I have in my graduate degree. I owe an incredible obligation of appreciation to my folks for their nonstop help and for being my inspiration for an amazing duration. I might want to welcome the supporting exertion of my alumni companions who have helped me a ton all through my advanced education

---

## Abstract

The objective of the study is the impact of Transformational Leadership on employee work engagement; mediating role of Organizational Identification. Evidence from the Sector of Bank in twin cities of Pakistan. This study has considered Transformational Leadership as an independent variable, Organizational identification as mediating variable, and as a dependent variable within this study in order to testify their relationship in banking sector of twin cities of Pakistan. This study uses quantitative approach and convenience sampling to gather and analyze data from the Faysal Bank Limited, Meezan Bank, Silkbank Limited of the federal areas Islamabad. A structured questionnaire based on 5 Likert scales has been the research instruments managed by the investigator in this study for the assemblage of data from respondents. The researcher selects a sample size of 200 respondents to represent the entire population. The questionnaires were distributed in banking sector by the researcher to gather the data from Financial consultants, Relationship Managers, Customer Relationship Officers. Collected data then analyzed through statistical instruments such as correlation and regression by using SPSS Software. Based on the findings, it has been determined that Transformational Leadership has a constructive impact on employee work action with positive mediating effect of Organizational Identification in banking sector of twin cities of Pakistan.

*Keywords: Transformational Leadership, Organizational identification, employee work engagement, Banking Sectors*

---

# **TABLE OF CONTENT**

Acknowledgement .....	4
Abstract.....	6
CHAPTER 1 .....	9
1. INTRODUCTION.....	9
1.1. Background of the study.....	9
1.2. Research Gap .....	15
1.3. Problem statement .....	16
1.4. Research Objectives.....	17
1.5. Research Questions.....	17
1.6. The significance of the study .....	18
1.7. Definition of Terms .....	18
CHAPTER 2 .....	20
2. Literature Review .....	20
2.1. Aim of Research .....	20
2.2. Transformational Leadership.....	20
2.3. Employee work engagement .....	27
2.4. Organizational identification.....	30
2.5. Relation of transformational leadership with employee work engagement .....	33
2.6. Role of organizational identification in relation to transformational leadership and employee work engagement.....	36
2.7. Underpinning theory.....	37
2.8. Theoretical Framework.....	39
2.9. Hypothesis.....	40
CHAPTER 3 .....	41
3. METHODOLOGY .....	41
3.1. Research Design .....	41
3.2. Variables of the Study.....	41
3.3. Nature of the Study.....	41
3.4. Time Horizon .....	41
3.5. Population .....	42
3.6. Sample size.....	42
3.7. Sampling Technique .....	42

---

3.8.	Research Tools .....	42
3.9.	Data Analysis technique.....	43
3.10.	Validity and Reliability.....	43
3.11.	Item total correlation.....	43
CHAPTER 4	.....	44
4.	DATA ANALYSIS .....	44
4.1.	Introduction .....	44
4.2.	Rate of response .....	44
4.3.	Frequency Table.....	45
4.4.	Reliability.....	46
4.5.	Correlation Analysis .....	47
4.6.	Regression Analysis.....	48
4.7.	Findings .....	49
CHAPTER 5	.....	51
5.	Discussion and Conclusion .....	51
5.1.	Future Research .....	52
5.2.	Research Limitations .....	53
Reference	.....	54
Appendix-A1	.....	60

---