RELATIONSHIP BETWEEN LEADERSHIP STYLES AND AFFECTIVE COMMITMENT AMONG EMPLOYEES IN NATIONAL ANTI-DRUGS AGENCY (NADA)

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Purpose

The objective of this study is to investigate the relationship between different leadership styles, specifically Islamic, authentic and transformational leadership and affective commitment in National Anti-Drugs Agency (NADA).

Background

90% of the agency employees are Malays and Musl... Islam as their official religion

78% of drug users and abusers originated from M... ethnics which are also Muslim

(NADA, 20...

National Anti-Drugs Agency (NADA) being a government agency under the Ministry of Home Affairs is headed... by the Director General who is under the Administration and Diplomatic Officer scheme. The agency has 103 offices all over in Malaysia with its Headquarter sat in Kajang, Selangor with **a staff strength of about 6,616** (NADA, 2015).

The National Anti-Drugs Agency (NADA) transformation program is formulated in in line with Malaysian Government Transformation Program (GTP).

National Anti-Drugs Agency (NADA) : was on the issue of leadership and commitment among the agency employees.

Drug problems in Malaysia has still on the high level. In 2014 there were 300,000 registered users. Expected by 2025 it would reach half a million if not checked. Thus, NADA has a role to play. How can NADA help to reduce the numbers?

Leadership is imperative to any organization but committed employees is needed to support National Anti-Drugs Agency (NADA) . How?

Maybe an amalgamation of Islamic Leadership, Authentic Leadership and Transformational Leadership to lead the organization?

Little study in terms on context and also in the leadership styles. Past studies were either measured individually or amalgamation with other leadership styles.

Definition

Islamic Leadership

· is seen from the perspective of the worldly mission that a Muslim has to fulfill. In other words, Islamic leaders are to work for the collective well-being of society through the propagation of all that is good (*Amr Bil Maroof*) and defeating all that is evil (*Nahi–Al-Munkar*). I

· Nawawi (1991) 4 dimensions of leadership :
  · Sidq/honesty
  · Amanah/ trust
  · Tabligh/advocacy,
  · Fatanah/ smart

Transformational Leadership

· connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers,

· Avolio & Bass 1991 5 dimensions

· **Intellectual stimulation**: reframe problem to encourage members creativity & insights

· **Individual consideration**: recognise members diversity & adjust their style

· **Idealistic influence (attitude**): social charisma –posses confident, powerful & focus on high order

· **Idealistic influence (behavior):** charismatic action based on values, believes & vision

· **Inspirational motivation**: energise members to look at future with optimism, ambitious goals idealise vision & communicate visions

Definition

Authentic leaders

·doing right thing   like treating others with respect and dignity. It is about   being self aware and self conscious that align their action with their inner values (Avolio,2008). -
·.Based on Luthan et al (2007) 4 dimensions psychological capital– about cognitive elements ie knowledge & beliefs:
  · **Self efficacy-** feel of confident & expectation of success
  · **Hope**: will to succeed & ability to identify, clarify & pursue the way to succeed
  · **Optimism**: attribute success due t own effort & believe that they will continue to succeed
 · **Resilience** – rebounce back from adversity, uncertainty , failure

Employee commitment

· is seen to have a **sense of belonging and identification** that increases their involvement in the organization's goals, and their desire to remain with the organization (Meyer and Allen, 1991; Mowday *et.al,* 1982).

Hypotheses

Theoretical Framework

mic Leadership
ansformational
Leadership
ntic Leadership

→ **Affective Commitment**
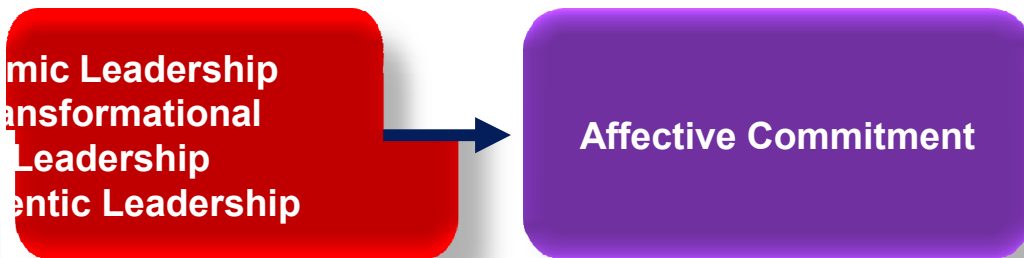
H1: There is significant relationship between the leadership styles and affective commitment among employees in National Anti-Drugs Agency (NADA);

H2: There is significant relationship between Islamic leadership and affective commitment among employees in National Anti-Drugs Agency (NADA);

H3: There is significant relationship between authentic leadership and affective commitment among employees in National Anti-Drugs Agency (NADA);

H4: There is significant relationship between transformational leadership and affective commitment among employees in National Anti-Drugs Agency (NADA);

Design/Methodology/approach

This study used *quantitative research approach* and
[to]tal of *373 completed samples* were collected.

[T]he respondents (employees) were asked to *evaluate*
[th]eir supervisors the leadership styles and their
[aff]ective commitment towards the agency.

[I]slamic Leadership was measured by using 12 items
[ad]apted from Khaliq (2013). 16 item scales for **Authentic**
[Le]adership Assessment Questionnaire was adapted
[fro]m Walumbwa (2008). **Transformational leadership**
[wa]s measured using 21 items an adapted of from MLQ
[ins]trument by Bass and Avolio (1997). For **affective**
[co]mmitment, Allen and Meyer (1997) instrument was
[ad]apted. The items from the scales were measured on a
[P]oint Likert-type scale, anchored by 1, "strongly
[dis]agree" through to 5, "strongly agree

Descriptive and correlation analysis were conducted
[an]d the questionnaire was adapted from past studies.

Overall Internal Reliability

Items	No of Items	Reliability (Cronbach's Alpha)
Islamic Leadership	12	0.852
Authentic Leadership	16	0.717
Transformational Leadership	21	0.864
Affective Commitment	8	0.816

Findings

e results revealed that all the leadership
les if analyzed individually have
nificant relationships with affective
mmitment.

the other hand, when multiple
gression analyses was conducted to
estigate the relationship of the overall
ee different leadership styles on
mmitment, the result indicate that the R^2
d Beta values denote a stronger
ationship with affective commitment.

Respondents Profile

Particulars	Variables	Frequency	Percent
Gender	Male	212	56.8
	Female	161	43.2
Age	Below 30	35	9.4
	31 - 40	132	35.4
	41-50	177	47.5
	51-60	29	7.8
Employment Grade			
	Grade 41 - 54	42	12
	Grade 17-38	317	85
	Grade 1- 16	11	3
Location	Headquarters	178	47.7
	Kuala Lumpur	93	24.9
	Selangor	102	27.3

Correlation Analysis

s	Islamic L	Authentic L	Transformational	Overall L/ Style
...mic	1	.175**	.417**	.645**
...entic		1	.309**	.558**
...sformational			1	.718**
...all Leadership Style				1

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

...ore the relationship among the variables involved, correlation test was ...out using Pearson's correlation matrix.

...esult indicates that there were low to moderately high degree of correlations ...en Islamic leadership, Authentic Leadership, Transformational Leadership ...verall Leadership Styles on affective commitment ranged from 0.175 to o.718.

Regression

Variable	B	Std. Error	Beta	t	R	Adjusted R Square	F
Islamic Leadership	0.23	0.06	0.18	3.54	0.18	0.03	12.55
Transformational L/ship	0.15	0.03	0.27	5.40	0.07	0.07	29.17
Authentic L/ship	0.29	0.07	0.22	4.33	0.22	0.05	18.75
Overall L/S	0.12	0.02	0.31	6.22	0.31	0.09	38.72

Dependent Variable: Commitment

Simple Linear regression (SLR) and Multiple Regression Analysis (MRA... performed to examine the relationship of independent variables and depe... variables separately.

Based on these results, all the Hypotheses were supported

This indicates that all leadership styles help to explain about 3 percent to ... of the variance in NADA employees' score on affective commitment.

It was found that the relationship between overall leadership styles and affective commitment is significan

result is in line with studies on leadership commitment of loyees. However the y also indicated that nic leadership is an ortant factor when es to seeking loyees' commitment.

It is recommended that future researchers should conduct longitudinal studies and conduct a causal n study using other variables. A nationwide survey is also recommended for generalisation

The research findings present valuable information for policy makers of National Ant Drugs Agency (NADA) regards to employee's commitment to organization

Practical Implimentation

s study suggests that if all the leadership les *of transformational, Islamic and thentic leadership* were amalgamated the elation of achieving higher employees' ective commitment will be realized.

us, managers or leaders who are required develop effective strategies and mpetencies should possess all the qualities the transformational, Islamic and thentic that would benefit the organization reducing employee turnover and proving customer satisfaction

Originality/Value

There is a growing aspiration among research to study on what types of leadership style that most suited to public organization. This resear thus, examines the leadership style that would help increase the affective commitment of its employee in order to accomplish the agency vision. There is limited empirical study in this domain.

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