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Josephine Njoroge
Caren Ouma
Stephen M. Nyambegera

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University of Nairobi

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TELLING SITUATIONAL LEADERSHIP STYLE AND EMPLOYEE COMMITMENT WITHIN NON-GOVERNMENT ORGANIZATIONS IN KENYA

Josephine Njoroge¹, Caren Ouma², Stephen M. Nyambegera³

Abstract

This paper addresses the influence of telling situational leadership style on employee commitment within NGOs in Kenya. Methodically, the study was guided by the positivism research philosophy. The study applied a descriptive correlational research design which was used to analyze data and provide responses to the research question and confirm or reject the correlation between two or more variables using data from the use of primary data collection. The major emphasis was on determining cause and effect relationships. The population of the study was 80,299 employees from 2,816 NGOs operating within Kenya. Stratified random sampling was used to select 383 respondents for the study having a response rate of 94.5%. Primary data was collected using a semi-structured questionnaire which was designed based on the research objectives. Both descriptive and inferential analysis were employed in the analysis. Regression analysis revealed that telling situational leadership style influenced employee commitment ($\beta = .392$, $p=0.00$) showing that a change of telling situational leadership style by a unit influenced employee commitment by 39.2%. From the empirical evidence and conclusion, this study recommends that NGOs should apply telling situational leadership style on programmes and situations cautiously to receive feedback from the employees for better commitment. This is because telling situational leadership style hinders the creation of an organization's culture for shared values and employees are less likely to adapt to the company's or managerial values when they are not included in the decision-making processes.

Keywords: Telling situational leadership, Employee commitment, Hersey-Blanchard, Non-Governmental Organizations

¹ United States International University - josephine.njoroge@gmail.com

² United States International University

³ United States International University

Introduction

The change in funding context within Non-Governmental Organizations (NGOs) has led to excessive competition between different agencies for scarce resources and a demand for clear demonstration of value for money, leading to a non-negotiable requirement for a competent workforce (Kuruppu & Lodhia, 2019). Further, the researchers found that these challenges necessitate actions directed at eliciting commitment from employees with the aim to retain the best talent at the optimum level of engagement. It should be noted that most NGOs employ local talent, as part of ensuring local commitment and increasing the probability of success (Murdie & Kakietek, 2012). The sustainability of such commitment amidst stiff competition, and a higher demand for accountability, will largely depend on how organizations build their capability to influence employees to commit their best skills and energies to achieve organizational goals and to deliver donor requirements (Ebrahim, 2016).

Leadership is regarded as a key factor in the initiation of transformative change in organizations, with leaders having the capability to espouse and entrench behaviours and attitudes that result in a positive effect on individuals, teams, and organizations (Rehman, Shareef, Mahmood, & Ishaque, 2012). The essence of leadership is anchored on the ability of a leader to influence how employees respond in an organization (Ongechi, 2018). According to Ebrahim (2016), leadership is an influence relationship between leaders and followers who intend real changes and outcomes that reflect their shared purposes.

Commitment to the organization is linked to key work-related factors such as employee absenteeism, employee turnover, employee performance and, employee citizenship behaviour (Alkahtani, 2015). Meyer, Stanley and Parfyonova (2012) categorize organizational commitment into three components: affective commitment,

continuance commitment, and normative commitment. They outline that affective commitment is connected to the emotional attachment of employees, to the identification of employees, and to the employees' involvement in the organization. They add that affective commitment is best demonstrated by an employee's identification with the organization and its goals. Newstrom (2018) posits that normative commitment obtains from one's strong cultural or familial ethics, i.e., that the firm's belief system resonates positively with one's personal belief system. Continuance commitment comes from a needful perspective and reflects an employee's cost-benefit analysis of his or her decision to leave the organization; thus, employees retain citizenship of the organization because it would be too costly to quit (Thomas, 2014). Organizational commitment is a bond between an employee and the employer, and the more favorable an individual's attitudes toward the institution, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert effort on the organization's behalf (Chen & Hsieh, 2016). Effective leadership is important to the organization; it boosts employees' optimism and commitment and in turn contributes towards achieving organizational objectives as investigated by Tims, Bakker and Xanthopoulou (2017).

According to Hersey, Blanchard and Johnson (2016), telling situational leadership style is one in which the leader provides specific directions about roles and goals and closely tracks followers' performance in order to provide frequent feedback on results. This is best suited in a situation where the follower lacks the ability to perform tasks and is unwilling to perform them. The leader closely works with the follower day by day telling them exactly what to do and when to do it and closely monitoring performance

(Meirovich & Gu, 2015). Canaff and Wright (2014) point out that leaders, in order to ensure and maintain employee commitment, must be conscious of the factors that affect an employee's sense of involvement, motivation and commitment to their job and to the organization in general. Managers should take note of the engagement factors on which to focus in order to ensure that employees perform to their full potential.

NGOs are crucial actors for social development whom donors are willing to partner with as implementers of Sustainable Development Goals (SDGs) and considered the go-to non-partisan partner for delivering services aligned to donors' objectives as pointed by Casey (2016) in China. Majority of NGOs are dependent on donor funds to operate (Casey, 2016) therefore funds withdrawal would negatively impact their operations (Abrahamyan, Omar, Addo, Niandou, Mohamed & Zhamalova, 2017) therefore it is imperative that NGOs' leadership make good decisions and secure their employees' commitment to the organization in order to deliver against donor objectives (Casey, 2016).

In Kano, Nigeria, Musa, Danjuma, Alaba, Ritonga, Muhammad, Djajanto, and Herawan (2018) noted that many leaders in the NGO world in the African continent need a healthy relationship with their employees to meet their organizational goals. Some NGOs hire highly experienced professionals and others rely on volunteers whose operations are less formal to achieve their objectives. In Northern Ghana, Arhin, Kumi and Adam (2018) sought to study how NGOs are responding to the changing aid landscape and found that while the NGOs in the study applied different combinations of strategies to stay afloat in the funding landscape, further study could be conducted to examine the extent to which organizational characteristics such as leadership and staff commitment could affect the success of organizations.

However, there are some disputes of employing international staff who are considered experts but are expensive to maintain relative to the local staff who have tacit knowledge of the grassroots challenges. According to Danquah (2017), there is an assumption that the local staff are undervalued compared to the expatriates. NGO leaders in Gulu, Uganda are likely to come across different employees with multiple skills, qualifications and job experience that may be hard to match and fit. In fact, most of the times staff in various NGOs lack the expertise and commitment to deliver work on time (Justus & Uma, 2016). This calls for the appropriate leadership on employee capacity development to increase service delivery in various fields in the NGO world. The leaders also may need to develop human capital through the introduction of appropriate training in the operations, purposeful use, and maintenance of equipment if they are in place in Somalia (Williams & Cummings, 2015). In this respect, leaders in the NGO world encounter challenges in capacity development which is crucial in sustaining the mission of the organizations.

Today, many NGOs in Kenya find it difficult to mobilize funds through the traditional way as most sources of funds are unable to meet the growing needs of the organizations and the rising costs associated with their operations (Hershey, 2013). In addition, restrictions imposed on many grants and donations, along with the uncertainty of mobilizing funds over time, make it difficult for NGOs to do long-term planning, improve their services or reach their full potential (Casey, 2016). Limited resources affect NGOs, large and small, from rural development agencies to health care providers, education, and training institutes. As such, Canaff and Wright (2014) explain that a leader engaging in situational leadership should be flexible and adapt their leadership style to situations as

they unfold towards ensuring organizational success.

Several studies have established the relationship between telling situational leadership style and employee commitment. The study by Famakin and Abisuga (2016) on construction projects established that affective commitment is fairly related to a telling situational leadership style. In Singapore, Keskes (2014) found that telling style correlates significantly with employee commitment while Ghasabeh and Provitera (2017) noted that there was a strong positive relationship between the telling style and employee commitment in its dimensions. Diuno (2018) found that telling situational leadership style was a strong predictor of employee commitment. In Kenya, Mwaisaka, K'Aol and Ouma (2019) showed that telling situational leadership style positively and significantly predicted employee job satisfaction and commitment.

An interesting finding was established in a study by Clark, Hartline, and Jones (2019) that telling situational leadership has no effect on employee commitment to service quality in the hotel industry. Rana et al. (2019) found that telling situational leadership style negatively and significantly predict employee commitment. A study by Awan, Mahmood and Idrees (2014) corroborated these findings that no significant relationship was found between telling situational leadership style and employee's commitment. A study by Asgari (2014) in the banking sector, in Iran, showed the lack of significant relationship between using telling situational leadership style and normative commitment which would lead to shared customer-oriented values.

The nature of managerial involvement in decision making using Hersey-Blanchard telling situational leadership styles in NGOs is an area that has to date received limited attention from scholars (Stankowska, 2014). This is the basis of the

curiosity that has led to the conduct of this research study. Over the years it has been noted that the full potential of the NGOs in Kenya has not been exploited. While the core business of the institutions is to carry benefit communities that are disadvantaged and help to tackle persistent economic problem in the country, the impact of the NGOs has not been felt to a notable level as expected (Korir & Kipkebut, 2016). Many resources have been employed to enhance the management skills of the managers of the NGOs and since the level of productivity remains low, there must be some other factors that affect the desired outcomes. This study explores telling situational leadership styles effect as adopted by use of Hersey-Blanchard to meet the employee commitment goals.

Problem Statement

The shift in NGO funds in the 21st Century, where they have less of their own unrestricted funds and are largely dependent on restricted institutional donor and private sector funding, has created a competitive business environment, where donors are requiring NGOs to demonstrate value for money within tight timelines (Clarke, 2019). NGOs have to retain competent and highly committed staff in order to not only meet this requirement but, equally to secure their likelihood for future funding (Clarke, 2019). The challenge posed to NGO leadership in this context is one where they must elicit commitment from employees who are constantly in transition on a fixed term contract to implement projects or even where organizational restructures have become the order of the day due to the restrictive and constrained operational environment. Employee attraction and retention is linked to employee commitment which as some studies have posited is also linked to the leadership styles in the organization (Haque, Fernando, & Caputi, 2019).

Globally, different organizations demand for effective leadership styles for the

organization to remain competitive in the market and achieve the intended set goals. Effective leadership is essential for the successful achievement of the organizational goals and contributes positively to employees' commitment to the institutions' goals and success (Malik, Javed, & Hassan, 2017). Pearce, Manz and Sims (2019) pointed out that telling situational leadership demonstrates its greatest value when employees do not understand what they are supposed to do at work or when the work environment is uncertain and unstable. Dull (2017) argued that a directive style makes it clear to employees on what and how they are expected to perform. The rewards employees should expect from their performance are made clear right from the start. The implication is that through telling situational leadership style, clarity of instructions and tasks performance is enhanced leading to employee commitment in commercial banks. Consequently, there was need to conduct this research in NGOs in Kenya on Hersey Blanchard TLS and employee commitment.

Kenya non-governmental organizations (NGOs) have been selected in this instance because there has been a problem with employee commitment (Mwai, Namada, & Katuse, 2018). In Kenya NGOs, leadership plays a role in contributing to employee commitment. Omolo and Mose (2019) found that employees' commitment to their organizations is strongly influenced by the employee assessment of leadership support, style, integrity and benevolence and trustworthiness. It is critical for leaders of both international and local non-governmental organizations (NGOs) to understand the types of leadership styles they adopt in order to achieve employee commitment and in turn achieve organizational objectives. To fill the identified gap, the study seeks to determine the influence of telling situational

leadership style on employee commitment within NGOs in Kenya.

Objectives

The general objective of this study is to determine the influence of telling situational leadership style on employee commitment within NGOs in Kenya

Literature Review

Theoretical Review

This study is guided by two theories: Situational Leadership Theory (SLT) and Locke Theory.

Situational Leadership Theory (SLT)

The history of SLT can be traced to 1969 in which Hersey and Blanchard (1969) developed it as the life cycle of leadership. There have been revisions to this original life cycle arguing that it is premised on a curvilinear relationship of task behaviour and relational behaviour (Graeff, 2017). Hersey and Blanchard (1982) further revised the model to display ability and maturity of the follower in a linear relationship. When applied to leadership, situational leadership theory holds that there is no best way to lead in that leadership is dependent upon the internal and external situational factors. Thompson and Glasø (2018) further explain that the differences in each release of the theory have been more cosmetic than technical rendering the theory one of the most popular leadership theories. Situational leadership theory is a style of leadership in which efficiency is based on the relations of leader's traits and the features of the situation (Chemers, 2014). This group of theories focuses on the effect of situational variables on the behaviour of leaders (Mwenje, 2016). The theory also looks at the relationship between leadership style and organizational outcomes, moderated by situational factors. The results cannot be projected by leadership style except when the situational variables are identified (Ali, Elmi & Mohamed, 2013). According to

Casey (2016), this model consists of both directive and supportive dimensions, which are appropriately applied to specific situations. Supportive behaviour is a two-way directional communication from the leader when providing social-emotional support for the follower (Zulkuhribi, 2014). Thus, this theory is relevant for this study because it is argued that managers and organizational leaders have many people who look up to their leadership styles for effective performance. Telling pertains to the leader providing structured instructions together with support in order to get the work done more efficiently.

Locke's Value Theory

This theory emphasizes how employee commitment is affected by various factors. It emphasizes how organizations need to realize job satisfaction. This explains the fact that some employees may be influenced by physical aspects of their job while it may be affected by challenges they face in the organization (Locke, 1976). High performance is more likely to lead to high job satisfaction, through rewards which the employee receives for high performance and perceives as equitable (Papworth, Milne & Boak, 2019). According to this theory, the impact of the various factors of employee commitment can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in commitment changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of commitment but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be

influenced, by the challenge and variation inherent in the job (Northouse, 2016). In contrast, Locke (1976) argues that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that employee commitment may rise from factors.

From the Locke value theory, employee commitment is as a result of many factors, employees either satisfied or dissatisfied form an attitude towards work, the attitudes they form affect their behavior in the workplace. This theory continues to emphasize that much value should not be placed on one particular factor as it may lead to dissatisfaction rather than satisfaction. The Locke value theory is therefore relevant to the current study as it will point to the various factors that affect employee commitment among employees in Kenya NGOs.

Empirical Review

Thompson and Glasø (2018) posit that effective leadership among other organizational factors, are required for employees to realize their full potential and value. Managers who are able to build an all-around engaging work climate have an invaluable effect on an employee's commitment to a company and on the productivity a group of employees can generate. Managers are also a vital component in delivering intangible rewards like flexible work hours, career growth, recognition, leadership, and job enablement. Further, Stankowska (2014) showed that the effectiveness of leaders' communication had a significantly strong relationship to employee's engagement and commitment. More specifically, their research found that each level of leadership and message communicated by that level revealed a correlation to employee engagement and intent to stay. Additionally, the study examined the relationship between employee engagement and intent to stay with several significant leadership styles. More direct

one-on-one communication aimed at specifically linking employee roles and behaviors to larger organizational goals.

Telling situational leadership style offers employees guidance on what to do such that they have a higher degree of certainty on what the leader expects of them. The leader uses the directive style by offering clarity on rule and procedures and expectations for situations which require explicit guidance, while stating clear timelines for when tasks need to be completed (Nevarez, Wood, & Penrose, 2013). The telling situational leadership style is best suited to situations where goals are ambiguous, the employee is inexperienced in the particular task area or where the employee is exhibiting demotivation and negligence of duty. This approach should then elicit commitment to specific goals on the one hand but may also lead to a high dependency and low creativity on the other hand (Clark, Hartline, & Jones, 2019). This approach may work best in a context where there are set deliverables and targets but much less need for innovation.

A telling leader gives specific instructions on how employees should accomplish their assignments in terms of the sequence and order of activities, closely monitoring the milestones and the outcomes. The telling leader therefore keeps a firm hand on delivery of tasks fully owning the turnaround times for not only final outcomes but also the periodic outcomes and phases of execution of the entire set of activities (Muczyk & Reimann, 2017). Fagbohunge, Akinbode and Ayodeji (2016) investigated the relationship between employee's organizational reactions and deviant behaviours in the workplace and found that employees who view their leader to be low on directive behaviour would be more involved and engaged in their jobs than workers who viewed their leaders to be high on directive behaviour. Results indicated that this was not the case and that in actual fact, directive

leadership behaviour contributed at a high percentage to employee involvement which demonstrates normative commitment; however, it would have the inverse effect on affective commitment which hinges on emotional attachment. Such studies prompt the need to establish whether the highly structured approach to planning and monitoring of tasks would have a similar impact on employee commitment in NGOs.

The directing leadership style offers a set performance goals that employees can work towards providing a strong sense of inner purpose and direction, which in turn motivates members to take actions that support the leader's vision. This avoids the ambiguity that is characterized (Clark, Hartline, & Jones, 2019) by disillusionment of employees leading to the retention of high achievers and encourages normative commitment where employees feel responsible for the delivery of their set goals. However, though the directive leadership can prove to be quite effective in communicating goals and organizational intentions in a clear and succinct manner it has been suggested that directive leadership is effective only by coercion or compulsion rather than choice or commitment to the goals (Dolatabadi & Safa, 2017). The study by Dolatabadi and Safa (2017) summarizes that the autocratic nature of directive leadership may reduce the employees' commitment to service quality and shared values between the bank as the employer and the employees. The results of this study showed that the overall effect of the directive leadership style was negative and diminished employees' commitment in sharp contrast to the earlier finding in the study on American and Indian salespersons which indicated a positive impact of this style of leadership due to the need for structure for salespersons regardless of culture (Agarwal, DeCarlo, & Vyas, 2019).

A directive leadership style stresses on adherence to rules and regulations in engagement with subordinates (Lok &

Crawford, 2014). Achieving goals by following rules, or compliance, as stated in the organizational policies is then perceived as being a sign of commitment (Asgari, 2014). This style tends to reinforce normative commitment as employees take responsibility for their actions bearing in mind the likely consequences of not doing so. Furthermore, they solidify the behaviours of adherence to rules and procedure, which promotes job performance (Lok & Crawford, 2014). A study by Bell and Mjoli (2014) found a positive and significant relationship between directive leadership and consistent behaviour in employees ($r=0.283$; $p<0.018$) which was supportive to promotion of integration and the development of uniformity and is supportive to uniform observance of rules and regulations. This consistency enables control, differential between responsibility and authority, and high degree of system mind-set and which enforces compliance from employees, leading to high job performance.

On the contrary, in their comparative study of American and Indian salespersons, Agarwal, De Carlo, and Vyas (2019) found that a high level of structure and planning behaviour resulted in having no impact on organizational commitment and a simple confirmation that the generally expected outcome of negative impact on attitude on employees was not present. Fagbohunge, Akinbode and Ayodeji (2016) investigated the relationship between employee's organizational reactions and deviant behaviours in the workplace and found that employees who view their leader to be low on directive behaviour would be more involved and engaged in their jobs than workers who viewed their leaders to be high on directive behaviour.

Naidoo and Petersen (2015) also noted that a weak but significant correlation exists between Hersey-Blanchard leadership styles and both affective and continuous employee commitment. A study by Awan,

Mahmood and Idrees (2014) corroborated these findings that there is no relationship was found between telling situational leadership style and employee's commitment. A study by Asgari (2014) in the banking sector, in Iran, showed the lack of significant relationship between using telling situational leadership style and normative commitment which would lead to shared customer-oriented values. A study by Asgari (2014) in the banking sector, in Iran, showed the lack of significant relationship between using directive leadership style and normative commitment which would lead to shared customer-oriented values.

While several studies have proved in one way or the other with regard to whether that relationship leans towards a positive or negative relationship (Clark, Hartline, & Jones, 2019; Famakin & Abisuga, 2016; Dolatabadi & Safa, 2017; Tanchaisak, 2019; van Emmerik, Euwema & Wendt, 2017; Martínez Méndez, Vera Muñoz & Vera Muñoz, 2013), it remains to be seen how employee commitment in the NGO sector in Africa relates to this subject and in particular the international NGO sector where leadership styles are affected both by the company headquarter values and policies, as well as the local or host country culture and practice, and whether if that that relationship exists is of notable significance.

Methodology

The study used a positivism research philosophy which according to Bryman and Bell (2015) is established on information from positive confirmation of known experience instead of introspection or intuition. This study therefore applied this philosophy in order to evaluate the effect of telling situational leadership style on affective, continuance and normative employee commitment within non-governmental organizations in Kenya. According to Cooper and Schindler (2014), this approach has certain important

characteristics that make it scientific. Firstly, it facilitates the explanation of causal relationships between variables (Cooper & Schindler, 2014). The dependent variable of the study, namely employee commitment, is observable and was measured on the study instrument's Likert scale thus strengthening the adoption of positivism. Secondly, the approach dictates that researchers remain independent of what is being observed (Kothari & Garg, 2014). Thirdly, it allows for the concepts to be operationalized in such a way that makes it possible to measure the independent and dependent variables quantitatively. The fourth and final characteristic is that the approach allows for generalization (Morgan, 2014).

This study adopted a descriptive correlational research design which was used to analyze data and provide responses to the research question and confirm or reject the correlation between two or more variables using data from the use of various data collection methods. The major emphasis of correlational design is on determining cause and effect relationships and provides strong evidence that a particular event is likely to lead to a specific outcome (Creswell, 2014). The study was guided by the following hypotheses that sought to prove whether telling situational leadership style can lead to employee commitment within NGOs in Kenya.

H₀₁: Telling situational leadership style has no significant effect on employee commitment within NGOs in Kenya.

The target population was drawn from the NGOs Coordination Board list of 2,573 active NGOs as of November 2020 (NGOs Coordination Board, 2020). These NGOs are most likely to exhibit all or most of the variables under study in Kenya. The Public Benefits Organizations Act in Kenya categorizes NGOs in various sectors: Agriculture, water, education, environment, health, human rights, gender

and development, children's rights, poverty alleviation, peace, population, training, counseling, small-scale enterprises, and disability (NGOs Coordination Board, 2020). Employees of the NGOs were the unit of study because they are familiar with their leaders' styles and know the reasons for remaining in their organizations.

The sampling frame was derived from the list of currently registered active NGOs from the NGOs Coordination Board comprising top management and middle-level management cadres

To obtain a sufficient sample for this study, Krejcie and Morgan (1970) table was adapted. Krejcie and Morgan (1970) produced a table for determining required sample size given a finite population. With the population being 80,299 and the margin of error at 5 percent, the corresponding sample size, S is between 382 and 384. Therefore $S = 383$. Therefore, the sample size that was used for this study is 383 participants.

For this study, stratified random sampling was used. This means that every individual within each stratum in the target population had an equal chance of being selected. The population in the study area was stratified into various categories to enable the gathering of data. Clusters of NGOs is according to scope that is whether national or international. This makes stratified sampling technique feasible in seeking information on the relationship of Hersey-Blanchard leadership styles and employee commitment. Therefore, the elements (unit of analysis) for the study comprised of the employees of NGOs who were approached to be sampled with the questionnaires as they are well familiar with the leadership styles of their leaders in enhancing employee commitment.

A semi-structured questionnaire was used to collect primary data and offer an efficient way of collecting data responses from a large sample proportion before they are

quantitatively analyzed. The use of a questionnaire simplifies the analytical process, as the information that is gathered using the instrument was converted into quantitative data very easily (Krosnick, 2018). The formulated questions in the questionnaire were based on the research objectives.

Pilot study comprised collecting data from 38 employees of NGOs. This was 10 percent of the study sampling size. The pilot test was done to check whether the data collected could easily be processed and analyzed. After the pilot test, modifications were made in the questionnaire to reduce the possibility of ambiguity of the questions and increase reliability and validity of the questionnaire. Thereafter, the revised questionnaire was considered satisfactory in terms of both reliability and validity. The respondents to the pilot study were not sampled in the final study.

The Cronbach's Alpha test of reliability was used to test the reliability of the constructs describing the variables of the study. Telling situational leadership style had a Cronbach's Alpha of 0.871 and was considered good and reliable as noted by George and Mallery (2010). This study addressed construct validity to ensure that the research instrument measured its intended construct, employee commitment. This was also achieved through pilot testing the research instrument and making necessary amendments to the questionnaire structure. To uphold content validity, the contents of the questionnaires were discussed with the supervisors before the actual data collection so as to ensure that the

Table 1: Hypotheses Testing

measure broadly covers the range of areas within the concept under study (Koller, Levenson, & Glück, 2017).

The study questionnaires were administered to the respondents electronically using emails and physically through face-to-face interviews and the drop and pick method. The questionnaires were administered with the help of a research assistant who was selected on the basis of their experience and knowledge of leadership styles. The researcher observed ethical considerations such as confidentiality, permission from relevant authorities and respondents' consent. Respondents were recruited on a voluntary basis and were instructed to submit the questionnaires anonymously without inscribing their names or revealing their identity or their organization.

Descriptive statistics were employed to summarize the data and included means, standard deviation, frequency distribution and percentages. Inferential statistics namely factor analysis, analysis of variance (ANOVA), Chi-Square and linear regression model were used. A significance value of $p \leq .05$ was set by the study to depict a significant association between the independent variables and the dependent variable.

The summary for hypothesis testing is shown in Table 1 below.

Objectives	Hypothesis	Model Type of Analysis	Interpretation of Results
To determine the influence of telling situational leadership style on employee commitment within NGOs in Kenya.	Telling situational leadership style has no significant effect on employee commitment within NGOs in Kenya.	$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots$ Model 1 Where: $Y =$ Dependent variable (Employee Commitment) $\beta_0 =$ Constant term $X_1 =$ Independent variable (Telling situational leadership style) $\epsilon =$ Error term (standard error)	R^2 Coefficient of 1 indicates a perfect predictability of the model P-value ≤ 0.05 shows a significant correlation between the variables ANOVA F-test with a p value of ≤ 0.05 shows that the model has predictive ability

(Source: Researcher, 2022)

The study considered the following assumptions which are necessary for a successful regression: normality, linearity, multicollinearity, and homoscedasticity. Normality was tested using skewness and kurtosis where asymmetry and kurtosis values ranging between -2 and +2 are considered acceptable for a normal univariate distribution (George & Mallery, 2010). In this study, the linearity test was conducted to generate significant p-values which were used to depict deviation from linearity (Garson, 2016). Deviation from linearity was presumed upon a significance value of $p \leq .05$. To check for multicollinearity in the study, variance inflation factors (VIF) was used for each

variable. According to (Myers, 1990), VIF values lying between 1 and 10 in a study denote no assumption of multicollinearity. Homoscedasticity was checked using the significance value, i.e., $p \leq .05$, of the Levene statistic (Garson, 2016). The results were presented with the aid of tables, pie charts and graphs.

Results And Discussion

Validity and Reliability

To determine if the data collected and presented on the factor analysis was reliable and valid for analysis, the factor loadings of the components were used to calculate the composite reliability and the Average Variance Extracted (AVE) as shown in Table 2.

Table 2: Validity and Reliability of Telling situational leadership Style Data

Constructs	Composite Reliability	Cronbach's Alpha	AVE	Number of item	Item removed
Telling situational leadership style	.9205	.871	.5678	9	0

(Source: Research Data, 2022)

Telling situational leadership style as the independent variable of the study had acceptable composite reliability values of .9205 (>.7) and Cronbach's alpha values of 0.817 (>.7); hence the data collected had excellent reliability. Similarly, the validity had acceptable value of .5678 (>.5); hence

the data collected had a satisfactory measurement of content validity.

Descriptive Analysis

The descriptive analysis performed was mean and standard deviation (SD) which shows the distribution of each of the telling situational leadership style variable questions as shown in Table 3.

Table 3: Descriptive Statistics on Telling Situational Leadership Style

	N	Mean	Std. Deviation
My manager tells me what needs to be done or how I need to do things	362	4.05	1.058
My manager tells employees what to do without expecting employees to question him/her	362	3.16	1.428
My manager expects staff to report back after completing each step of the work	362	4.00	1.107
My manager explains the level of performance that is expected of employees	362	4.14	.789
My manager checks work on a regular basis to assess progress and learning	360	4.12	.875
My manager shows that he/she has doubts about my/my colleagues' ability to carry out their tasks	362	3.02	1.557
My manager asks me to follow standard rules and regulations	362	4.15	.831
My manager ensures that employees are aware of and understand, organization policies and procedures	361	4.26	.738
My manager takes actions when rules and regulations are not followed	362	4.26	.754
Average	362	3.91	1.015

(Source: Research Data, 2022)

As shown in table 3, the mean value ranged from 3.02 to 4.26, and SD ranged from .738 to 1.557. The questions had variance level of measurement which can be clustered as

follows; for the mean, the value ranged from 3.02 to 4.26 which when converted into zero decimal places, the mean value is 3 to 4. This shows that the respondents were

either not sure or they agreed with the questions on telling situational leadership style.

Factor Analysis

The KMO results are shown in Table 4 below.

Table 4: KMO and Bartlett's Test of Telling Situational Leadership Style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.769
	Approx. Square	Chi-	1232.954
Bartlett's Test of Sphericity	Df		36
	Sig.		.000

(Source: Research Data, 2022)

As shown in table 4, The KMO test of sampling adequacy was 0.769 with significant Bartlett’s test of Sphericity presented as chi-square result, $X^2(36) = 1232.954, p < .05$. This shows that telling situational leadership style as the independent variable of study was adequate for extraction since KMO measure was greater than 0.6 and the Bartlett’s test was significant ($p < .05$).

The pattern matrix presents the questions on each pattern based on the number of the components extracted as presented in the total variance explained. The method used for rotation was Promax with Kaiser Normalization since the questions were measured in scale and were expected to be correlated. This is tabulated in Table 5.

Table 5: Pattern Matrix of the Telling Situational Leadership Style

	Component	
	1	2
My manager tells me what needs to be done or how I need to do things	.675	
My manager tells employees what to do without expecting employees to question him/her		.928
My manager expects staff to report back after completing each step of the work	.559	
My manager explains the level of performance that is expected of employees	.694	
My manager checks work on a regular basis to assess progress and learning	.691	
My manager shows that he/she has doubts about my/my colleagues’ ability to carry out their tasks		.904
My manager asks me to follow standard rules and regulations	.759	
My manager ensures that employees are aware of and understand, organization policies and procedures	.756	
My manager takes actions when rules and regulations are not followed	.746	

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

(Source: Research Data, 2022)

As indicated in table 5, two components were extracted with factor loading of $>.42$ of each question. The total number of questions were 9 and all were retained for analysis with acceptable loading of $>.42$; the lowest had factor loading of $.559$ and the highest had factor loading of $.928$. This shows that the questions loading on the two components of telling situational leadership style were strong.

Correlation Analysis

Correlation test was conducted to test for significant relationship between telling situational leadership style as the independent variable and employee commitment as the dependent variable of study as shown in table 6 below.

Table 6: Correlation Analysis Results between Telling Situational Leadership Style and Employee Commitment

Proxy	Coefficient (r)	P-Value
Telling situational leadership style	0.359	0.000

(Source: Research Data, 2022)

The table reveals that the relationship between the two was statistically significant; $r(362) = .472, p < .05$. This shows that, employee commitment as the dependent variable had positive and significant moderate relation with telling situational leadership style ($r = .3$ to $.4$).

Chi-Square Results

Further, to determine the association between telling situational leadership style as the independent variable and employee commitment as the dependent variable, chi-square test was performed. This is shown in Table 7 below.

Table 7: Association between Telling Situational Leadership Style and Employee Commitment

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2616.667 ^a	1260	.000
Likelihood Ratio	714.756	1260	1.000
Linear-by-Linear Association	80.412	1	.000
N of Valid Cases	362		

a. 1333 cells (100.0%) have expected count less than 5. The minimum expected count is $.00$.

(Source: Research Data, 2022)

As shown in table 7, telling situational leadership style had strong and positive significant association ($p < 0.05$) with employee commitment, $\chi^2(1260) = 2616.667, p < .001$. This is in line with the correlation test done where employee commitment as the dependent variable had positive and significant moderate relation with telling situational leadership style.

Regression Analysis

Regression analysis was used to establish the relationship between telling situational leadership style and employee commitment of NGOs in Kenya. The following model guided the analysis.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \text{Model (i)}$$

The statistical assumptions between the employee commitment and telling

situational leadership style were linearly distributed along the best line of fit, there was no multi-collinearity, the variables were normally distributed and homogeneous. Lastly, the outliers were removed and there was positive and significant correlation between telling situational leadership style and employee commitment. With these results, the

parametric tests specifically the linear regression fits to answer the research hypothesis.

The model summary shows the degree to which telling situational leadership style influences employee commitment as shown in table 8 below.

Table 8: Model Summary of Telling Situational Leadership Style on Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 ^a	.226	.224	.45966

(Source: Research Data, 2022)

The adjusted R-square (R^2) was .224 which shows 22.4% of the variations in employee commitment within non-governmental organizations in Kenya can be attributed to telling situational leadership style as one of the Hersey-Blanchard leadership style.

The one-way analysis of variance (ANOVA) test was used to establish whether there was any statistically significant difference between the means of independent groups. The method compared the means between the selected groups and established any statistical differences between them.

Table 9: ANOVA table of Telling Situational Leadership Style on Employee Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	22.004	1	22.004	104.142	.000 ^b
1	Residual	75.431	357	.211		
	Total	97.435	358			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Telling Situational Leadership Style

(Source: Research Data, 2022)

As shown in table 9, the ANOVA was significant $F(1, 357) = 104.142, p < .05$ which shows the linear regression model was suitable to test the hypothesis.

The last output of linear regression is the coefficient which shows the Beta values of the influence as indicated in the table 10

Table 10: Coefficient table of TLS on Employee Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.195	.152		
	TLS	.392	.038	.475	10.205 .000

a. Dependent Variable: Employee commitment

(Source: Research Data, 2022)

Telling situational leadership style influenced employee commitment ($\beta = .392$, $t = 10.205$, $p < .05$). This shows that a change of telling situational leadership style by a unit influenced employee commitment by .392.

The linear regression model is expressed as follows:

$$Y = 2.195 + .392 X_1$$

From this, the null hypothesis of the study was rejected since the results revealed that telling situational leadership style has a significant effect on employee commitment within NGOs in Kenya

Discussion

The study findings revealed that telling situational leadership had a significant effect on employee commitment within NGOs in Kenya and this led to the rejection of the study hypothesis. The results support Diuno (2018) who found that telling situational leadership style was a strong predictor of employee commitment. Famakin and Abisuga (2016) on construction projects established that affective commitment is fairly related to a telling situational leadership style. In Singapore, Keskes (2014) found that telling style correlates significantly with employee commitment with samples of research and development professional in Singapore. Ghasabeh and Provitera (2017) noted that there was a strong positive relationship between the telling style and employee commitment in its dimensions.

Furthermore, the study established the relationship between the various sub-variables for telling situational leadership style and employee commitment. In Kenya, Mwaisaka, K'Aol and Ouma (2019) showed that telling situational leadership style positively and significantly predicted employee job satisfaction and commitment.

This finding contributes to the body of knowledge on telling situational leadership style and employee commitment within NGOs. The salience of the contribution of this result is underscored by the fact that out of all the literature reviewed, the researcher did not come across many studies that focused on telling situational leadership style and employee commitment within NGOs in the Kenyan context.

Conclusion/Implications To Policy, Practice/Future Directions

Conclusions

The objective of this study was to determine the influence of telling situational leadership style on employee commitment within NGOs in Kenya. It established that TLS influences employee commitment within NGOs in Kenya. An adjusted r-square of 22.4 percent in employee commitment within NGOs in Kenya was explained by TLS and null hypothesis was rejected. The findings also revealed that the managers ensure that employees are aware of and understand organizational policies and procedures. This helps in goal attainment through following the rules and compliance as stated in the company's

policies and is perceived as a sign of commitment. Furthermore, the findings revealed that the NGO managers took actions when rules and regulations were not being followed; explained to the employees what and how things needed to be done; and took actions when rules and regulations are not followed.

Implications To Policy, Practice

Based on these findings, the NGOs should apply the telling situational leadership style on programmes and situations cautiously so as to receive feedback from the employees for better commitment. This is because telling situational leadership style hinders the creation of an organization's culture for shared values and employees are less likely to adapt to the company's or managerial values when they are not included in the decision-making processes. The findings will guide NGO managers in leadership skills when they are seeking to be promoted into leadership positions in NGOs and other institutions. The study provides the policy makers with a platform through which employee commitment may be assessed, highlighting the areas that have remained a challenge to NGOs and other firms and how they can be addressed.

FUTURE DIRECTIONS

This study sought to determine the influence of telling situational leadership style on employee commitment within non-governmental organizations in Kenya. Based on the study findings, suggestions for further research are that since the study focused on NGOs only, other studies may look at other organizations in the region so as to contribute to the field of knowledge. Comparative studies may be conducted using other leadership styles like transformation, transactional or authoritative leadership. The comparative studies may also focus on other leadership data collection tools such as the Leader Behaviour Description Questionnaire (LBDQ), Organizational Commitment

Questionnaire (OCQ) and Multifactor Leadership Questionnaire (MLQ) as well as looking at other theories such as contingency theory, the great man theory and the three-dimension organizational commitment theory. A further study may focus on moderating variables such as job satisfaction and working environment to establish their influence on employee commitment.

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