

Influence of Selling Situational Leadership Style on Employee Commitment within Non-Governmental Organizations in Kenya

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Abstract

This paper addresses the influence of selling situational leadership style on employee commitment within Non-Government Organizations (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 hard data from the use of various data collection methods. The major emphasis is 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 semi-structured questionnaires that were designed based on the research objectives. Both descriptive and inferential statistics were employed in the analysis. The regression analysis revealed that selling situational leadership style influenced the employee commitment ($\beta = 0.432$, $p=0.00$) showing that a change of selling situational leadership style by a unit influenced employee commitment by 22.6%. From the empirical evidence and conclusion, this study recommends that the NGOs' managers need to apply selling situational leadership style so that employees that are provided with equal chances at the workplace, feel acknowledged for their contribution. In turn, this leads to a sense of belonging and shared purpose among them. Thus, this encourages them and motivates them to give their best efforts to the companies.

Keywords: Selling Leadership, Employee Commitment, Situational Leadership, Hersey-Blanchard, Non-Governmental Organizations

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).

According to Hersey et al. (2016), selling situational style is one in which the leader explains why, solicits suggestions, praises behaviors that are approximately right and continues to direct task accomplishment. Their followers have a moderate level of readiness where they are willing to perform the tasks, but lack the ability to do so as outlined by decrease in their level of commitment. They outline that the follower is in the second development level whereby he has some competence, but the commitment is low. They add that the leader's role is to coach him more on the task and offer open channels of communication for feedback on progress, working together with the follower and helps him to learn how to handle different problems, as well as praising him when doing well, but also, it is the leader's job to say what is right at this level. The follower needs a supportive leader by their side to continue coaching them till he/she can have confidence to do the task alone (Meirovich & Gu, 2015).

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 (Musa et al., 2018) in Kano, Nigeria. Some NGOs recruit expatriates to work in developing countries and others have sought the services of the locally recruited workforce as was found in Beira, Mozambique (Kapyepye, 2013). In Northern Ghana, Arhin et al. (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. There is an assumption that the local staff are undervalued compared to the expatriates in a study done by Danquah (2017) in Tamale, Ghana. These findings are echoed by Justus and Uma (2016) who noted that most of the times employees in various NGOs lack the expertise and commitment to deliver work on time and this calls for the appropriate leadership on employee capacity development to increase service delivery in various fields in the NGO world. The leaders may also 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, according to (Williams & Cummings, 2015) in Somalia. 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 selling situational leadership style and employee commitment. Furtunescu and Domnariu (2014) found that selling was the most frequent primary style, a highly task-oriented and supportive leadership style. They observed

that it is most appropriate for teams that are not very well prepared professionally, but willing to accomplish the tasks. Additionally, Vandegrift and Matusitz (2018) posited that a supportive leadership style is effective generally because it fulfills followers' need to feel acknowledged and appreciated. In their study, Mahdi et al. (2014) found that supportive and directive leadership behaviors were strongly related to all forms of commitment, affective, continuance and normative, concluding that leaders, who gave advice to their subordinates, supported and paid keen attention to individual needs of followers would enhance the level of organizational commitment.

The nature of managerial involvement in management decision making using selling situational leadership style 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 tackle persistent economic problems 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 selling situational leadership style influence to meet the employee commitment goals. Results of the study will help to explain why selling situational leadership style is important for the ultimate attainment of 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 et al., 2019), though as we have established, this has not sufficiently covered the NGO sector.

Employees are considered the most effective asset in the achievement of organizational objectives and goals by non-governmental organizations (NGOs) in Kenya (NGO Board, 2020). Employees at non-governmental organizations have a strong desire to increase the productivity of the organization, but face limitation in achieving this due to varied reasons including short contractual engagements and subpar leadership (Slatten et al., 2021). Good leadership style is believed to be the most significant factor of increased employee commitment and it is considered the most important determinant of increased employee productivity (Salman et al., 2016).

Different organizations demand for effective styles of leadership for the firms to remain competitive in the market and achieve their intended set objectives. 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 et al., 2017).

Researchers on leadership styles have focused on transformational, servant or authoritative leadership styles (Palumbo, 2016; Metin & Coşkun, 2016; Ogal & Omanyoo, 2018; Njoroge, Gachunga & Kihoro, 2015). Other studies have focused on linking leadership styles to employee commitment (Malik et al., 2017; Al-Daibat, 2017; Brunt, 2016). Nwokocha and Iheriohanma (2015) noted that the supportive leadership style shows concern for employees' wellbeing and personal needs. The supportive style is seen as a leadership style that is people-oriented and that involves a leader creating a conducive environment for two way communication and a feedback channel with the follower and places emphasis on emotional and social support. This leadership style is said to be characterized by expressing an understanding of followers' needs, both personal and professional, creating a supportive atmosphere, both of which result in high trust and confidence building in employees (Avolio et al., 2014). Consequently, there was need to conduct this research in NGOs in Kenya on Hersey Blanchard selling leadership style and employee commitment.

Kenya non-governmental organizations (NGOs) have been selected in this instance because there has been a problem with employee commitment (Mwai et al., 2018). In Kenyan 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 intended gap, this study seeks to determine whether selling leadership style has any influence on employee commitment within NGOs in Kenya.

Theoretical Review

This study is anchored on two theories: Situational Leadership Theory and Locke's Value 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 behavior and relational behavior (Graeff, 2017). Hersey and Blanchard (1982) further revised the model to display ability and maturity of the follower in a linear relationship and when applied to leadership, situational 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 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 behavior 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 et al., 2013). According to Casey (2016), this model consists of both directive and supportive dimensions, which are appropriately applied to specific situations. Supportive behavior is a two way directional communication from the leader when providing social-emotional support for the follower (Zulkhibri, 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. Selling 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 others 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 et al., 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. 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, then 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

Arami's (2016) description of selling leadership is one that focuses on developing positive relationships in order to improve employee job commitment. In addition, selling leaders cultivates an idea working environment and emotional support of employees. According to Nwokocha and Iheriohanma (2015), the selling style is viewed as a people-oriented leadership behavior style that involves a two-way communication system and focuses mainly on emotional and social support. Han et al., (2019), refer to the effects of leadership style on employees. Findings on leadership research point to a correlation between organizations, which becomes draw cards for strong talented employees and organizations that boast good leadership at all levels. A study conducted by Meirovich and Gu (2015) concluded that there was a stronger impact on organizational commitment for selling leadership styles and that managers may anticipate lesser conflict between supervisors and general employees in organizations

when employees' values reflect their culture, indicating a cultural bias to leadership and organizational commitment.

In contrast, a study by Famakin and Abisuga (2016) evaluating the commitment of construction workers found that affective commitment is significantly and strongly related to the selling leadership style ($r = 0.641, p < 0.01$), but continuance commitment is significant but negatively related to the selling leadership style ($r = -0.428, p < 0.01$) and significant but fairly related to the achievement-oriented style of leadership. Furthermore, Hwang et al. (2015) found that the use of a supportive leadership style influenced employees' affective or emotional commitment in the United States (US), China, Japan and South Korea, but did not significantly affect Singaporean employees. Diuno (2018) found that selling leadership style has no relationship with employee commitment in a federal medical center in Asaba, Nigeria.

Methodology

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 hard data from the use of various data collection methods. The major emphasis is on determining cause and effect relationships. The population of the study was employees from 2,816 NGOs operating within Kenya. Stratified random sampling was used to select 383 respondents for the study. Primary data was collected using semi-structured questionnaires that were designed based on the research objectives. Descriptive statistics were employed to summarize the data and included means, standard deviation, frequency distribution and percentages. Inferential statistics namely Factor analysis, correlations, analysis of variance (ANOVA), Chi-Square and linear regression models 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 variables. Diagnostic tests were conducted for normality, linearity, multicollinearity and homoscedasticity. The findings were presented in tabular and figures format.

Results and Discussion

Descriptive Statistics

The descriptive analysis performed was mean and standard deviation (SD) which shows the distribution of each of the selling leadership style (SLS) variable questions as shown in Table 1.

Table 1: Descriptive Statistics on Selling Style

	N	Mean	Std. Deviation
My manager maintains a friendly working relationship with subordinates	362	4.28	.725
My manager behaves in a manner that is thoughtful to employees' needs	362	4.25	.790
The leadership gives feedback to employees' requests in a prompt manner	362	4.28	.817
My manager is approachable and friendly	358	4.25	.745
My manager is mindful of my needs and supports me	361	4.31	.777
My manager does little things that make it pleasant to be a member of the group	362	3.33	1.420
All team members are given opportunities to attend relevant trainings and conferences	362	4.22	.786
My team enjoys a friendly work environment	362	4.33	.788
Employees are equitably compensated for their work	362	4.17	.938
My manager schedules regular individual meetings with me to discuss my work	362	4.21	.858
Average	362	4.16	0.864

On the descriptive statistics, the mean value ranged from 3.32 to 4.33, while SD ranged from .725 to 1.420. As shown in Table 1, the questions had variance level of measurement which can be clustered as follows; for the mean, the value ranged from 3.32 to 4.33 which when converted into zero decimal places, the mean value is 3 to 4. However, only one question had the mean value of 3 and a higher standard deviation of 1.420. The rest of the questions had a mean value of 4 and lower standard deviation depicting respondents had high consensus on the questions.

Factor Analysis

Table 2: KMO and Bartlett's Test of the Selling Style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
	Approx. Chi-Square	1532.786
Bartlett's Test of Sphericity	df	36
	Sig.	.000

The KMO test of sampling adequacy was 0.913 with significant Bartlett's test of Sphericity presented as chi-square result, $X^2(36) = 1532.786, p < .05$. This shows that selling 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 ($p < .05$).

Table 3: Pattern Matrix of the Selling Style

	Component 1
My manager maintains a friendly working relationship with subordinates	.729
My manager behaves in a manner that is thoughtful to employees' needs	.744
The leadership gives feedback to employees' requests in a prompt manner	.719
My manager is approachable and friendly	.773
My manager is mindful of my needs and supports me	.789
All team members are given opportunities to attend relevant trainings and conferences	.789
My team enjoys a friendly work environment	.740
Employees are equitably compensated for their work	.669
My manager schedules regular individual meetings with me to discuss my work	.748

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Using Promax with Kaiser Normalization rotation method, one component was 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 .669 and the highest had factor loading of .789. This shows that the questions loading on the selling leadership style were strong.

Correlation Analysis

Table 4: Correlation between SLS and Employee Commitment

Proxy	Coefficient (r)	P-Value
Selling Leadership style	0.478	0.000

As shown in table 4, the relationship between the two was statistically significant; $r(359) = .478, p < .05$. This shows that employee commitment as the dependent variable had positive and significant moderate relation with selling leadership style ($r = .3$ to $.4$).

Chi-Square Result

Table 5: Association between SLS and Employee Commitment

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2027.487 ^a	1000	.000
Likelihood Ratio	652.081	1000	1.000
Linear-by-Linear Association	81.756	1	.000
N of Valid Cases	359		

a. 1066 cells (100.0%) have expected count less than 5. The minimum expected count is .00.

The selling leadership style had strong and positive significant association ($p < 0.05$) with the employee commitment, $\chi^2(1000) = 2027.487, p < .001$. This is in line with the correlation test done where the employee commitment, as the dependent variable, had positive and significant moderate relation with the selling leadership style.

Regression Analysis

The hypothesis of the study was:

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

To determine the correct model to be used to test the hypothesis of the study, the results of the statistical assumptions were used. The statistical assumptions between employee commitment and selling leadership style were linearly distributed along the best line of fit, there was no multi-collinearity and the variables were normally distributed and heterogeneous. Lastly, the outliers were removed and there was a positive and significant correlation between the selling 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 selling leadership style influences employee commitment as shown in Table 6.

Table 6: Model Summary of SLS on Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	.228	.226	.45891

The table shows that the adjusted R-square (R^2) was .226 which shows 22.6% of the variations in employee commitment within non-governmental organizations in Kenya can be attributed to selling leadership style as one of the Hersey-Blanchard leadership style.

The One-way analysis of variance (ANOVA) compared the means between the selected groups and established any statistical differences between them as shown in Table 7 below.

Table 7: ANOVA Table of SLS on Employee Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.251	1	22.251	105.655	.000 ^b
	Residual	75.184	357	.211		
	Total	97.435	358			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), SLS

Table 7 reveals that the ANOVA was significant $F(1, 357) = 105.655, p < .05$ 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.

Table 8: Coefficient Table of SLS on Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.886	.181		10.432	.000
	SLS	.432	.042	.478	10.279	.000

a. Dependent Variable: Employee commitment

As indicated in table 8, selling leadership style influenced employee commitment ($\beta = .432, t = 10.279, p < .05$). This shows that a change of selling leadership style by a unit influenced employee commitment by .432.

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

$$Y = 1.886 + .432 X_1$$

Where:

Y = Dependent variable (Employee Commitment)

β_0 = Constant term

X_1 = Independent variable (Selling leadership style)

ε = Error term (standard error)

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

Discussion

The findings in this paper show that the team that enjoys a friendly work environment had the highest mean score of 4.33. This is in agreement with Agarwal et al. (2019) who found that in order to minimize the effects of the stressful environment, leaders of projects in construction can create a friendly and mentally supportive environment for the employees in order to ensure that the working environment is more appealing to them. Furthermore, Macey and Schneider (2014) noted that selling situational leadership influences how an employee perceives their job. When leaders are seen to be fair and acknowledge good performance, the employees are more

enthusiastic at the workplace. This relates to the employees' commitment and competence. Employees develop confidence in their leaders which enhances their work devotion. Selling leaders recognize individual interests of employees and help them reconcile that with the objectives of the organization (Monyazi, 2015).

The findings show that managers are mindful of their employees' needs and support them. These findings are in line with findings from Kim and Hancer (2018) who noted that leaders who exhibit sympathy and consideration for the needs of their employees will keep them attached emotionally and motivate them to spend the rest of their careers with the company.

The study has also revealed that NGO managers behave in a manner that is thoughtful to employees' needs. The study findings support Nwokocha and Iheriohanma's (2015) study which indicated that, selling style is viewed as a people-oriented leadership behavior style involving a two-way communication style and focusing majorly on emotional and social support offered to followers to bolster organizational commitment.

The findings revealed that members were also given opportunities to attend relevant trainings and conferences. This is similar to findings by Clinebell et al. (2019) who indicated that a sense of fair treatment offered by a positive behavior approach has an effect on normative commitment where employees feel a greater sense of shared responsibility when they sense that favoritism is not present.

More so, this study's results indicate that selling leadership style influences employee commitment within NGOs in Kenya as revealed by Arami's (2016) description of selling leadership as one that focuses on developing positive relationships in order to improve employee job commitment. In addition, selling leaders cultivate an idea working environment and emotional support of employees. This means that supporting the employee to the task is meant to build the employee's confidence in carrying out their assigned duties. Furthermore, Meirovich and Gu (2015) concluded that there was a stronger impact on organizational commitment for selling leadership styles and that managers may anticipate lesser conflict between supervisors and general employees in organizations when employees' values reflect their culture, indicating a cultural bias to leadership and organizational commitment. In addition, creating a friendly and mentally supportive working environment for the employees ensures that they commit to their work thus leading to improved performance as supported by Macey and Schneider (2014), who noted that selling leadership influences how an employee perceives their job. When leaders are seen to be fair and acknowledge good performance, the employees are more enthusiastic at the workplace. This relates to the employees' commitment and competence. Creating time and scheduling individual meetings with the employees to discuss their work and results creates a sense of fairness to the employees since the leader pays close attention to their personal differences, thus increasing their job commitment.

Conclusion

The objective of this study was to determine the influence of selling situational leadership style on employee commitment within NGOs in Kenya. It established that selling situational leadership style influences employee commitment within NGOs in Kenya. An adjusted r-square of 22.6 percent in employee commitment within NGOs in Kenya was explained by selling situational leadership style and null hypothesis was rejected. The findings also revealed that the team enjoys a friendly work environment and that the managers maintain a friendly working

relationship with subordinates and promptly give feedback to employees' requests. In addition, the managers are mindful of their employees' needs and support them and thus will schedule regular individual meetings with the employees to discuss their work.

Recommendations and Areas for Further Research

Based on these findings, there is a need for NGOs' managers to apply selling situational leadership style so that employees that are provided with equal chances at the workplace feel acknowledged for their contribution and this in turn leads to a sense of belonging and shared purpose among them. Thus, this encourages them and motivates them to give their best efforts to the companies.

This study sought to determine the influence of selling 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 also be carried out 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 Behavior 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.

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