

Influence of Situational Leadership on Employees' Commitment in a Non-Government Organisation (Ngo) in Owerri

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ABSTRACT

This study examined the influence of the Situational Leadership model on Employee Commitment in Youth Enhancement Organisation (YEO), a Non-Governmental Organisation in Owerri, Nigeria. The study evaluated the impact of directive and supportive leadership Behaviours on Affective and Continuance Employee Commitment. Data was collected from 143 employees from the different departments of YEO using a structured questionnaire adopted and modified from previous studies. Multiple Regression Analysis for the data gave a significant impact between Directive Leadership Behaviour ($\beta = 2.323$, $p < 0.01$), Supportive Leadership Behaviour ($\beta = 1.424$, $p < 0.0$) on Employee Commitment. It also shows a significant impact between Directive behaviour ($\beta = 1.514$, $p < 0.01$) and affective commitment, Supportive Leadership Behaviour ($\beta = 3.123$, $p < 0.01$) on Continuance Employee Commitment. The findings of this study reveal that Situational Leadership of Directive and Supportive have a positive impact on Employee Commitment (affective and continuance) and are ideal in sustaining affective and continuance commitment in the Organisations. It is hoped that the study would convince leadership of similar organisations to be proactive in embracing situational leadership styles especially in dynamic environments and situations.

Keywords: situational leadership, employee commitment, non-governmental organization, leadership behaviour

INTRODUCTION

Leadership, being a major driver of organisations, determines to a large extent the outcomes of all other resources employed including financial, material, and human resources. Leadership plays a very important role in the day-to-day operations in organisations. (Khan et al., 2020[13]; Rehman & Iqbal, 2020[25]). The earliest views on leadership, including the Great man theory of the 1840s and the Trait theory of the 1930s-40s, discussed leadership more as a product of nature than of nurture. This position has been challenged over the years by various studies including the emergence of latter variants of leadership theories such as the contingency and the transformational leadership theories.

Situational leadership is part of the contingency group of theories and has been described as an effective approach to leadership. (Mirčetić & Vukotić, 2020),[20]. It refutes the fact that there is no one size fits all approach when it comes to leadership and that leadership should be based more on the characteristics of the situation in which the leader finds himself rather than the character of the leader himself.

Employee commitment on the other hand became an increasingly researched subject since Allen's three component of organisational commitment was developed in 1997. It refers to a worker's attachment to the organisation to which he belongs. The commitment of the employees in such organisation, according to Stum as cited by Mahdi et al., (2014), [17] reflects the quality of the leadership in the organization. Effective leaders maintain fluidity in their approach to leadership to respond to environments that are constantly changing (Honeycutt, 2015). [14] Leaders in non-governmental organisations are by no means excluded from the changing influences in the environments in which organisations find themselves. This is because, the peculiarities of evolving local networking opportunities to changes in government policies, insecurity, and inadequate funding (Oyinloye, 2016) [22] and more are challenges confronting Non-Governmental Organisations. It remains therefore a task to the leaders of these organisations to effectively manage resources including employees and their commitment to achieve the goal of the organisations in the face of the prevailing situation and environment.

Although there are existing studies on situational leadership and several organisational characteristics such as organisational culture, Ridlwan et al. (2021), [26] organisational productivity and employee productivity Ghazzawi et al. (2017), [8] organisational commitment among others, fewer studies have examined the relationship and effects of situational leadership and employee commitment. However, such studies have not captured the subject of situational leadership and employee commitment in the context of the indigenous non-governmental organisations. It could be easy to focus more on business organisations as against these non-for-profit organisations because of the desire to improve economic activities in Nigeria. The need remains therefore, to understand how situational leadership behaviours like the Directional and Supportive leadership behaviours interact with work related attitudes like affective, continuance and normative employee commitment in a non-governmental context as the organisation under study. The outcome of this research would further validate the effectiveness of the situational leadership theory. It will contribute to encouraging flexible leadership styles in the industries to which the organisation belongs and assist the government in formulating and adjusting policies that directly or indirectly affect these non-governmental organisations. This study focuses on investigating the impact of situational leadership which is a flexible and follower level-oriented style of leadership on employee commitment in a non-governmental organisational environment, the Youth Enhancement Organisation. (YEO)

Objectives of the Study

The broad Objective of this research is to examine the influence of situational leadership on employees' commitment in Youth Enhancement Organisation (YEO) Owerri, Imo state. The specific objectives include to:

1. ascertain the effect of directive leadership behaviour on affective commitment.
2. investigate the effect of supportive leadership behaviour on continuance commitment.

Hypotheses

- H1: there is a significant effect of directive leadership behaviour on affective employee commitment.
- H2: there is a significant effect of supportive leadership behaviour on continuance employee commitment.

Significance and Scope of the Study

Empirically, the results of this study will in practical terms benefit similar Non-Governmental Organisations and encourage the decision makers in such organisations to embrace more flexible and contingent models of leadership which will affect both employee engagement and disengagement. Organisation's development experts and the growing body of research on leadership and employee commitment will be encouraged to develop further studies in the areas not covered by this study. Theoretically, the results of the test on the Hypothesis of this research will statistically corroborate related studies on the contingent theories of leadership and employee commitment and add to the existing knowledge on the subject matter.

The content scope is limited to the influence of directional and supportive leadership behaviors on the affective and continuance employee commitment. The study does not include the coaching leadership behavior in situational leadership and the normative employee commitment. The period the study covered is the 3year period ending December 2021. The unit scope of the study is limited to the 5 team members and 145 professional volunteers in the Youth Enhancement Organization office in Owerri who were requested to complete a short questionnaire on their commitment to the organization.

REVIEW OF RELATED LITERATURE

Situational Leadership

The concept of situational leadership at various times has been referred to as situational leadership style and situational leadership theory. A clear guide and trace back to its origin, the situational leadership model also known as the Hersey-Blanchard model of leadership is a leadership model that focuses on the ability and willingness of individual employees. (Corporate finance institute [CFI], 2020) [3] This leadership model was developed by Paul Hersey and Kenneth Blanchard and first published in 1982, in their book: 'Management of Organisational Behaviour: Utilizing Human Resources'. The model refutes the idea that organisations require a single approach to leadership instead leaders adapt their style according to the development level of those they are managing. The situational leadership model has been described by Mirčetić & Vukotić (2020), as one of the very effective leadership approaches in management. A situational leader as someone who can adopt different leadership styles depending on the situation. The situational leadership model outlines four leadership styles under two broad leadership behaviours.

Forms of Leadership Behaviour

Leadership behaviour can be described in terms of the amount of direction and support that the leader gives to their followers: Supporting (S3) Coaching (S2) Delegating (S4) Directing (S1) - Supportive Behaviour + - Directive Behaviour

Supportive Leadership Behaviour:

According to Hernandez, M et al (2011), [11]. Supportive leadership is one in which the leader creates a facilitating task environment of psychological support, mutual trust and respect, helpfulness, and friendliness. Attempts are made to instil confidence in the workers, so they become more self-sufficient and productive.

Coaching Leadership Behaviour:

Employee work process that involves a lot of 'hands-on' by the leader is seen as coaching by leadership. This approach is appropriate in situations where subordinate indicates weakness and at the same time a desire to improve on the job. Coaching can be done through e channels as well as physical presence. A good example is where a staff has been newly employed, promoted, or transferred to units where he will face new job demands.

Leadership by Direction:

Leadership by direction according to Mirčetić & Vukotić (2020) [20], is also known as Telling leadership and includes high task behaviour and low relationship behaviour. In this leadership behaviour, followers lack the knowledge and hence cannot take accountability. They need directive behaviour and clear instructions, despite their willingness. Indicates that leadership by direction typically revolves around discussions over challenging situations and applying specific knowledge and experience to yield what is considered as the right results. Here clear goals and objectives are established for both leader and subordinate even though there is room too for staff members to have some latitude in the process used to meet with goals.

Leadership by Delegation:

This is leadership by entrustment, allocation, or assignment. On request, the manager or leader provides guidance and direction for the employees. It allows for maximum creativity on how the employees choose to go about their work.

It is worthy to note however that despite the four basic leadership dimensions discussed, Supportive and Directive leadership behaviours of situational leadership were resided on in this course of this study.

Levels of Employee Development:

According to the Situational Leadership Model the style of leadership you choose with depend on the development level of your subordinates. The more skilled and experienced your subordinates the greater their development level. The Situational Leadership Model identifies four levels of employee development:

- D1: The enthusiastic beginner.
Your subordinate is low competence but high commitment. Your subordinate is inexperienced but enthusiastic. Here, your subordinate may show willingness, but they lack the specific skills the task requires.
- D2: The disillusioned learner.
Your subordinate has some competence but low commitment. Your subordinate is somewhat capable but unwilling. They have the skills they need but for some reason are unwilling or lack the confidence to perform the task. The task or situation may be new to them.
- D3: The capable but cautious performer.
Your subordinate has high competence but variable commitment. Your subordinate is more capable of performing the task than D2, but for whatever reason, they are unwilling or lack the confidence to perform the task.

➤ **D4: The self-reliant achiever**

Your subordinate has high competence and high commitment. Your subordinate is confident in their ability to perform the task. Not only that, but they are also committed and take responsibility for the task.

It is important to realize that the development level of your team will change over time. Your team might be D1 today but that doesn't necessarily mean they will be D1 one year from now. Development levels are also task specific. A member of your team could have a D4 level for a task they have performed multiple times, but a D1 level for a task which is new to them. This means you adopt a directing leadership style initially where you tell the team what you want them to do. Over time as everyone settles into the project, you realize that the team is very skilled and capable, however, they are unfamiliar with applying their skills and experience to this type of project. In a nutshell, their development level is D3, capable but cautious. On making this assessment you decide to switch to a Supporting (S3) style of leadership. You work closely with the team almost as if you were a team member yourself, encouraging ideas and supporting team members to help build their confidence.

The key point to note from this example is that the most effective style of leadership is dependent on the situation you find yourself in at that moment in time.



Figure 1: Situational Leadership Model

Source: Denis G. (2018) <https://expertprogrammanagement.com/2018/11/situational-leadership-model/>

Employee Commitment

According to Hoek (2013), Employee commitment can be viewed from four major perspectives. The first is to define it as a connection to a goal where one is determined to achieve a goal regardless of its origin. (Meyer & Herscovitch 2001) [19]. The second perspective is to examine it as a psychological commitment to an organisation. (Lock et al., 1988) Here employees are less willing to leave an organisation as they are loyal to it. According to Meyer and Allen (1990), [18] Employee commitment can also be examined in connection to a job. The probability that someone continues to work on a job and feels bound to it whether it is fulfilling or not. Lastly, employee commitment can be viewed as a person's attitude towards their work.

Today, gaining the commitment of employees in an organisation is arguably increasingly important than it was in earlier years. (Cooper, 2001) [2]. This is because, organisations have realised that to enhance productivity and gain market advantage, manipulating the workforce as a resource is a vital strategy. Within the last 20 years, there has been a growing school of thought that commitment should be viewed as a multidimensional subject. The three-component model developed by Allen & Meyer in the year 1990 and was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes:

1. Affective Commitment - An affective emotional attachment towards an organisation
2. Continuance Commitment - The recognition of costs associated with leaving an organisation.
3. Normative Commitment - A moral obligation to remain with an organization

Earlier works on the dimensions of employee commitment established similarities between affective and normative commitment while introducing behavioural commitment and describing it as 'the degree of an employee's intention to stay in an organisation'. (Halaby, 1986; [9] Halaby and Weakliem, 1989; [10] Martin, 1979; Price and Mueller, 1981 [24]). To this study however, the three-component model approach is adopted.

Affective Commitment (AC):

This form of employee commitment has been mostly measured in recent times. This is so because it has the most benefits to the organisation. As cited by Meyer & Merlin (2013), when employees are affectively committed, they feel valued, act as ambassadors for their organisation and are generally great assets for organisations. Affectively committed employees want to stay in the organisation as they identify with organisational goals and feel that they fit in.

Continuance Commitment (CC):

Continuance commitment is the form of commitment displayed by employees who believe the need to remain in the organisation because of accumulated 'side-bets' and the lack of alternative employment opportunities (Becker, 1960 as cited by Cooper 2001). An employee who has a high level of continuance commitment remains in an organisation because they believe they 'must stay'. For instance, staying in an organisation for fear of being unemployed for a long time or feeling one would lose a certain degree of status that a high-profile organisation puts him on.

Normative Commitment (NC):

This form of commitment refers to the perception of obligation employees have to their organisation (Williams, 2004). An employee who has had his educational efforts supported by his or her organisation may show a high level of normative commitment. Employees with normative commitment often feel a sense of guilt about the possibility of leaving their organisation. The guilt may be that they feel their contribution to the organisation is very vital and their absence will put pressure on other colleagues who remain.

These three components of commitment interact to form what refers to as a 'commitment profile' as commitment is not based on just one of the components. For example, a commercial bank staff may want to remain in the employment of the bank because of the work that he or she enjoys and the good pay. That is affective commitment. Continuance commitment might arise because he does not want to lose these benefits or is not sure of another job. Finally normative commitment would make him feel he ought to stay on the job to help provide financial solutions to teeming customers.

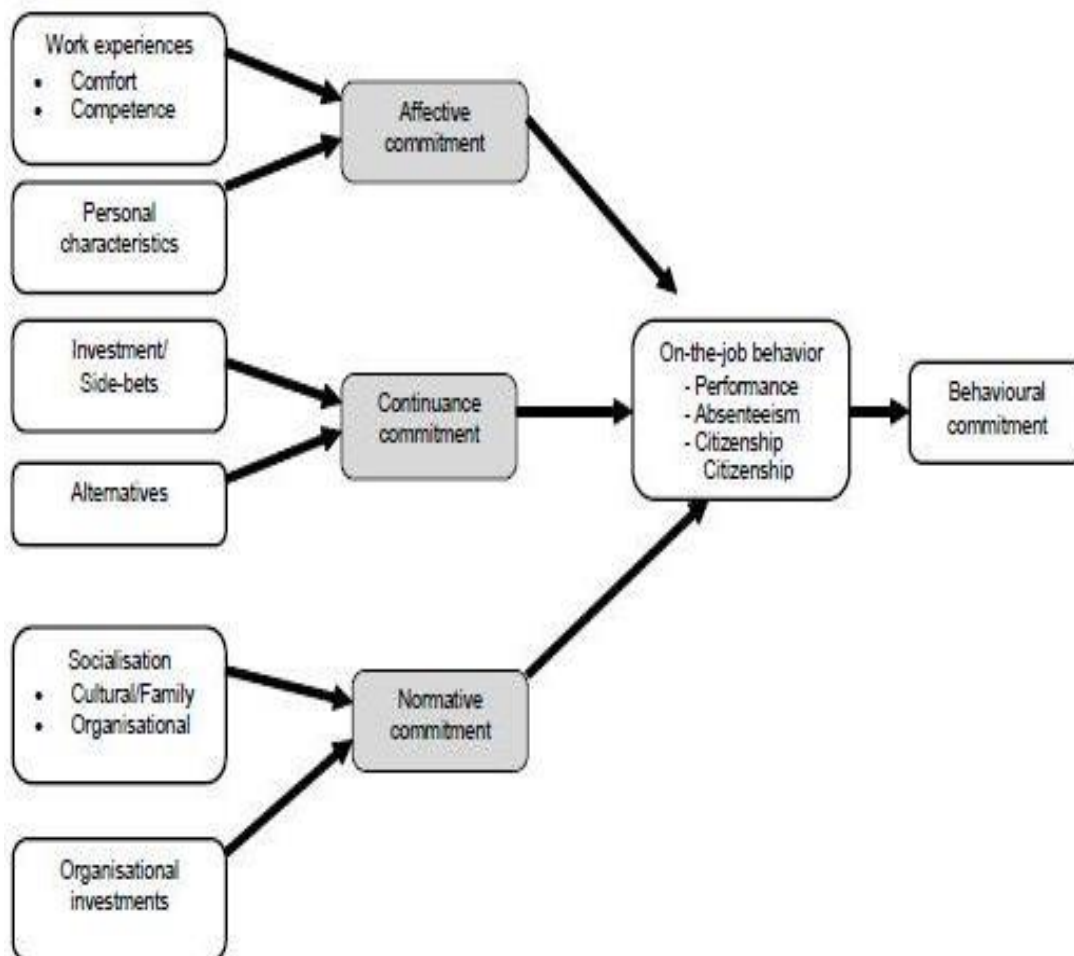


Figure 2: Three dimensions of employee commitment

Source: Meyer J.P and Allen, N (1991): a three-component conceptualisation of employee commitment. *Human Resource Management Review* 1,61-89

Empirical Review

Situational Leadership and Employee Commitment:

There are existing studies with findings that have established a connection between leadership and Commitment. Less than a decade ago, Mahdi and Almsafir (2014), [18] carried out a study which examined the impact employees' perceptions of their immediate supervisors' supportive and directive leadership behaviour and different types of organizational commitment in plantation companies in Malaysia. They made use of self-administered questionnaire to obtain primary data that revealed a significant relationship between the leadership behaviour and the organizational commitment as both supportive and directive leadership behaviours had impacts on different levels of employee commitment.

In agreement, Wiza and Hlanganipai's (2014) in a different population, studied the impact of leadership styles on employees' organisational commitment constructs among university academic staff at a selected South African institution. The self-administered surveys that were used for the study contained both the OCQ and the MLQ. Organisational Commitment questionnaire and the multi-factor leadership questionnaire. The findings of their study showed a significant and positive relationship between transformational leadership style and affective and continuance commitment amongst the women of the institution emphasizing the similar results amongst the female gender.

Okonkwo et al. (2015) did not agree with the findings above as their study perceived leadership styles as predictors of employees' commitment shows that although perceived leadership styles would jointly and independently predict employees' commitment with democratic leadership having the strongest positive prediction. However, other leadership styles (authoritarian and laissez-faire) did not predict the employees' commitment.

Although the study carried out by Muyenka and Ngilande (2014), found a significant positive relationship between the transformational leadership style and both affective and continuance commitment. There was a lack of statistically significant correlations between the transformational leadership and normative commitment.

A similar investigation by Dariush et al. (2016)[5] studied Leadership styles facilitating organizational commitment of employees. Using descriptive research, the population used for the study consisted of 805 managers including experts of a government agency in Tehran. It was found out that while transformational and transactional leadership styles of managers have a significant positive effect on employees' commitment, a third style of leadership examined in the study which is the laissez-faire leadership, has a negative effect on employees' commitment. This implication therefore connotes that not all leadership styles would have a similar kind of relationship with employees' commitment. The relationship could be either positive or negative.

Another study carried out in the Nigerian context was on the Canonical Analysis between the perceived leadership styles and employees' commitment in Nigeria by Abasilim et al. (2018a). it was discovered that the relationship between transformational leadership style and employees' commitment was positive and on the contrary the relationship between transactional and laissez-faire leadership styles and employees' commitment in the study context was negative. Other results from the study revealed that the prominent indicators in

various leadership styles that are akin with employees' commitment include inspirational motivation, contingent reward, intellectual stimulation, and idealized behaviour.

More recently, Pahi et al (2020) [23] studied Leadership and Commitment to Service Quality in Pakistani Hospitals: The Contingent Role of Role Clarity. The quantitative survey method was used in the study to obtain data from 315 medical officers in public-sector hospitals in across Sindh, Pakistan.

The findings of the study support the hypothesized relationships of both transformational and transactional leadership with employee commitment to service quality. The findings however did not reveal such support for the relationship with laissez-faire leadership link with commitment in service quality. With the introduction of role clarity as the moderating variable, the findings revealed a moderating effect on the relationship of two leadership styles namely transformational and laissez-faire to commitment to service quality, there was however no such moderating effect for the relationship between transactional leadership and commitment to service quality. The implications are that the results may not be same when moderating variables are introduced. Despite several strengths, this study has some limitations, which paves a way forward for future research to advance the relationships examined in this study. First, the study was based on a homogeneous sample of respondents, which was drawn from the public-sector hospitals in the Sindh province of Pakistan. Findings should, therefore, be treated with caution, and the generalizability of these findings to public-sector hospitals outside Pakistan can be questioned. Second, the study relied upon self-reported questionnaire data. Here, the probability of common method variance may have prevailed because all the variables were measured employing a single survey instrument. Third, these findings are not very surprising because Pakistan scores high on power distance and collectivism. Thus, we suggest future studies may be conducted in the countries that score low on power distance and collectivism.

METHODOLOGY

This study was conducted under the framework of the variables of situational leadership and employee commitment shown below:

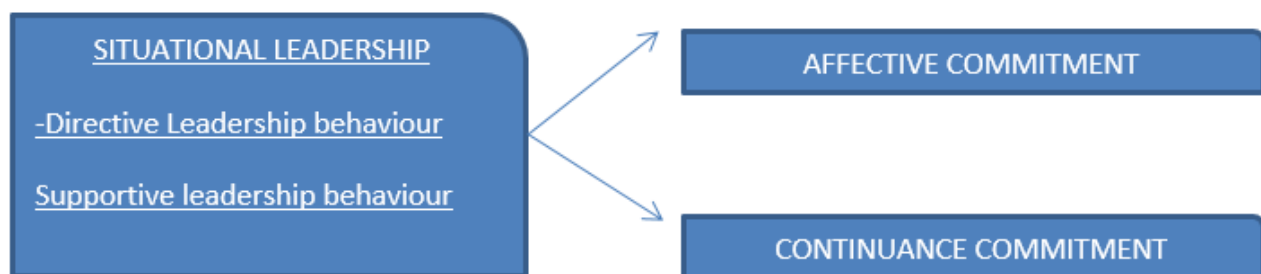


Figure 3: Authors Model of Study:

Research Design

This study adopted cross sectional research design. The choice of this method is based on the fact that the sample and data was collected at a particular point in time at the various units of the organization.

The data used for this research were obtained specifically from two sources namely: primary and secondary sources.

Population and Sample of the Study

The population of the study consists of the 150 staff members of Youth Enhancement Organization. mainly the management and non-management staff of the organization including volunteers from the four affiliations of the organisation in the period under study which functioned as units namely, HSSI-health System Initiative, HSF-Health Support Foundation, CSJR-Centre for social justice reforms and WI-WODDI Institute. The participants were sampled using purposive sampling techniques. The participants were given a structured questionnaire based on Situational Leadership Model and Employees Commitment Profile.

Measurement items used in the questionnaire was drawn from previous studies carried out on the subject and modified by the researcher. The questionnaire consists of three (3) sections; Section A collected information on the socio-demography and characteristics of the respondents. Section B consists of questions on Directive and Supportive situational leadership using Five Point Likert Scale, Section C consists of questions on Employee Commitment Profile (Affective, Continuance) using a five-point Likert scale. Data collected for the study were analysed using descriptive and inferential statistics. In the descriptive statistics, frequency tables, percentages, weighted means was used in analysing the research questions while the inferential statistics of Regression analysis was used to test hypotheses 1 and 2 at 5% level of significance.

Decision Rule

In the analysis of research questions, the decision rule was a mean of 3.0 and above indicating acceptance while a mean below 3.0 indicated rejection of the question. In testing hypotheses, the p-value less than 0.05 indicates rejection of the null hypothesis while p-value above 0.05 indicates acceptance of the null hypothesis.

DATA PRESENTATION AND ANALYSIS

Socio-Demographic Data of the Respondents

Table 4.1 Demographic data of the respondents

Characteristics	Frequency	Percentage (%)
Units		
HSSI- Health System Support Initiative.	35	24.5
HSF – Health Support Foundation	32	22.4
CSJR- Centre for Social justice/reform	44	30.8
WI -WODDI Initiative	32	22.4
Sex		
Male	67	46.9
Female	76	53.1
Age		
Below 20years	-	-
Below 40years	112	78.3
Below 60years	31	21.7

Years of Service		
0-2years	75	52.4
3-6years	51	35.7
7years and above	17	11.9
Educational Qualification		
SSCE/NECO	11	7.7
Bachelor's Degree/HND	97	67.8
Master/PhD	35	24.5

Table one above shows the frequency distribution of the socio-demographic data of the respondents in the sampled organization. The four units in the organization responded thus HSSI - 35(24.5%), HSF - 32(22.4%), CSJF - 44(30.8%), WI - 32(22.4%). The table shows that the male employees were 67 (46.9%) while female employees were 76 (53.1%). Most employees were below 40 years of age with a given number 112(78.3%) followed by those below 60years with a given number 31 (21.7%). We observed from the responses that 75 of the respondents had worked with the organisation between a 0-2year period in years of service (52.4%) followed by 3-6years with 51(35.7%) and 7years and above with 17(11.9%). It was recorded that their educational qualification was SSCE/NECO, bachelor's degree/HND, and Master/PhD with 11(7.7%), 97(67.8%) and 35(24.5%) respectively.

Analysis of Research Questions

Table 4.2 Responses of the Respondents on Directive Leadership Behaviour (n = 143)

SN	Items	SA	A	U	SD	D	Mean	Remark
1	Tells the members what they are supposed to do	101	34	1	4	3	4.6	Accept
2	Provides criteria for what is expected of the members	98	11	0	21	13	4.1	Accept
3	Defines role responsibilities for the team	123	10	1	7	2	4.7	Accept
4	Develops action plan on how to solve problems	9	35	12	68	21	2.6	Accept
5	Supervises and evaluates the work of the members	110	23	1	0	9	4.6	Reject
6	Provides plan on how the work is to be done	82	41	1	12	7	4.3	Accept
	Grand mean						4.1	Accept

*Percentage is in parenthesis. Accept at 3.0 threshold.

Field Survey 2021

Table 4.2 shows the responses from the respondents on the directive leadership behaviour of their managers or Team Leaders in the organization. We have that majority of the respondents indicated a positive response on the questions; "Tells the members what they are supposed to do" with mean of 4.6; "Provides criteria for what is expected of the members" with mean of 4.1; "Defines role responsibilities for the team" with mean of 4.7; "Supervises and evaluates the work of the members" with mean of 4.6; and "Provides plan on how the work is to be done" with mean of 4.3 while majority of the respondents responded negatively to the question, "Develops action plan on how to solve problems" with mean of 2.6. The grand mean gave a

general acceptance of the questions on Directive Leadership with mean of 4.1. The responses indicated a more directing leadership style in the organization.

Table 4.3 Responses of the Respondents on Supportive Leadership Behaviour (n = 143)

SN	Items	SA	A	U	D	SD	Mean	Remark
1	The Manager provoke members under him for greater effort	65	18	25	23	12	3.7	Accept
2	The Manager backs up the members in their actions	41	73	5	20	4	3.9	Accept
3	The Manager is friendly and approachable	111	10	5	13	4	4.5	Accept
4	The Manager makes group members feel at ease when talking with them	86	12	8	10	27	3.8	Accept
5	The Manager tries to keep the members under him in good standing with those in higher authority	98	23	1	14	7	4.3	Accept
6	The Manager encourages members to develop their abilities	121	2	1	12	7	4.5	Accept
	Grand mean						4.1	Accept

Table 4.3 shows the responses on Supportive Leadership Behaviour of the organization Managers/Team Leaders. We have that all the questions on the Supportive Leadership Behaviour were responded positively which gave an acceptance remark. The questions; “The Manager provoke members under him for greater effort” with mean 3.7; “The Manager backs up the members in their actions” with mean 3.9; “The Manager is friendly and approachable” with mean 4.5; “The Manager makes group members feel at ease when talking with them” with mean 3.8; “The Manager tries to keep the members under him in good standing with those in higher authority” with mean 4.3; and “The Manager encourages members to develop their abilities” with mean 4.5 were all accepted. The grand mean showed a general acceptance of the questions on Supportive Leadership Behaviour of the Managers/Team Leaders with mean of 4.1. This indicates that supportive leadership style in play in the organization.

Table 4.5 Responses of the Respondents on Affective Commitment Scale on Employee Commitment Profile (n = 143)

SN	Items	SA	A	U	D	SD	Mean	Remark
1	I will be very happy to spend the rest of my career with this organisation	45	34	23	11	30	3.4	Accept
2	I really feel as if this organisations' problems are my own	43	64	8	14	14	3.8	Accept
3	I do not feel a strong sense of belonging to my organisation	14	3	5	45	76	1.8	Reject
4	I do not feel emotionally attached to my organisation	11	18	3	46	65	2.0	Reject
5	I do not feel that I am part of the family at my organisation	2	23	12	21	85	1.9	Reject
6	This organisation has a great deal of personal meaning for me	98	21	4	12	8	4.3	Accept

Field Survey 2021

Table 4.5 above shows the responses of the respondents based on the Affective Commitment Scale. We have that the questions; "I will be very happy to spend the rest of my career with this organisation" with mean 3.4; "I really feel as if this organisations' problems are my own" with mean 3.8; and "This organisation has a great deal of personal meaning for me" with mean 4.3 were all accepted while the questions "I do not feel a strong sense of belonging to my organisation" with mean 1.8; "I do not feel emotionally attached to my organisation" with mean 2.0, and "I do not feel that I am part of the family at my organisation" with mean 1.9 were all rejected. This indicates that the workers responded positively to the Affective Commitment Scale since they rejected the negative questions.

Table 4.6 Responses of the Respondents on Continuance Commitment Scale on Employee Commitment Profile (n = 143)

SN	Items	SA	A	U	D	SD	Mean	Remark
1	Right now, staying with my organisation is a matter of necessity as it is also my desire	65	21	14	13	30	3.5	Accept
2	It will be very hard for me to leave my organisation right now even if I want to	78	32	4	12	17	4.0	Accept
3	Too much of my life will be disrupted if I decided to leave my organisation now	87	21	2	15	18	4.0	Accept
4	I feel that I have too few options to consider leaving this organisation	98	22	7	9	7	4.4	Accept
5	If I had not already put so much of myself into this organisation, I might consider working elsewhere	12	23	23	31	54	2.4	Reject
6	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives	73	23	3	12	32	3.7	Accept

Field Survey 2021

Table 4.6 recorded the responses of the respondents based on the Continuance Commitment Scale. From the table, we have that the questions; “Right now, staying with my organisation is a matter of necessity as it is also my desire” with mean 3.5; “It will be very hard for me to leave my organisation right now even if I want to” with mean 4.0; “Too much of my life will be disrupted if I decided to leave my organisation now” with mean 4.0; “I feel that I have too few options to consider leaving this organisation” with mean 4.4; and “One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives” with mean 3.7 were all accepted by the respondents while the question, “If I had not already put so much of myself into this organisation, I might consider working elsewhere” with mean 2.4 was rejected. This indicates a general acceptance of the questions on the Continuance Commitment Scale.

Hypothesis Testing

Table 4.8 Regression Score for Directive behaviour on Affective Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 ^a	.305	.300	3.997

From the table above, we have that the $R^2 = .305$. This shows that 31% of the variability of Affective Employee Commitment can be accounted for by Directive Leadership Behavior.

Table 4.9 Multiple Regression Analysis for Directive and Supportive Leadership Behaviour on Affective Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.798	.991		10.894	.000
	Directive Leadership	2.323	.295	.552	7.869	.000
	Supportive Leadership	1.424	.102	.313	4.232	.000

Table 4.9 shows the regression analysis result for Directive leadership and Supportive leadership on Affective Employee Commitment. The result shows that the Directive leadership behavior coefficient (β) = 2.323 and the model is significant at $p < 0.01$. The coefficient value is positive and significant; therefore, we accept the alternative hypothesis which states that there is a positive impact of Directive leadership behaviour on Affective Employee Commitment. This indicates that Directive leadership behavior impact positively on Affective Employee Commitment in the organization.

We also have that the Supportive leadership behavior coefficient (β) = 1.424 and the model is significant at $p < 0.01$. This shows a significant positive impact. Therefore, we accept the alternative hypothesis which states that there is a positive impact of Supportive leadership behaviour on Affective Employee Commitment. This indicates that Supportive leadership behavior impact positively on Affective Employee Commitment in the organization.

Table 4.10 Regression Score for Supportive Leadership Behaviour on Continuance Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.354	.148	4.046

Table 4.10 shows the value of the $R^2 = .354$ on the regression result. This result indicates that the supportive situational leadership can account for the variance of continuance employment commitment at 35%.

Table 4.11 Multiple Regression Analysis for Directive, Supportive Leadership Behaviour on Continuance Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.802	1.003		12.758	.000
	Directive Leadership	1.514	.299	.392	5.065	.000
	Supportive Leadership	3.123	.642	.742	9.244	.000

Table 4.11 shows the regression analysis result for Directive leadership behavior and Supportive leadership behavior on Continuance Employee Commitment. The result shows that the Directive leadership behavior ($\beta = 1.514$, $p < 0.01$) and Supportive leadership behavior ($\beta = 3.123$, $p < 0.01$) showed a significant positive impact. the P value is less than 1%. Therefore, we accept the alternative hypothesis which states that there is a positive impact of Directive leadership behaviour on Continuance Employee Commitment; and there is a positive impact of Supportive leadership behaviour on Continuance Employee Commitment. This indicates that Directive and Supportive leadership behavior impacts positively on Continuance Employee Commitment in the organization.

Discussion of Findings

From the results of the analysis, we found out that, Directive leadership behaviour has a significant impact on Affective Employee Commitment. This indicates that when there is effective application of Directive leadership in an organization, the employees' affective commitment tends to increase significantly.

This finding was in line with Sagie & Koslowsky (2000), [27] in their research, it was agreed that Directive leadership stimulates subordinates thinking processes. The directiveness of these leaders helps in the acquisition and diffusion of knowledge, which may also build the capacity of subordinates. Other researchers also found out that Directive leadership impacts positively on Affective Employee Commitment thereby promotes high job performance level (Somech, 2005, [30] Sagie et al., 2002, [28]).

From the results of the analysis, we found out that, Supportive leadership behaviour has a significant impact on Affective Employee Commitment. Our findings are compatible with those reported in a qualitative study assessing the impact of supportive leadership in an Australian police work environment (Muller, 2009). Shirazi et al (2014) [29] also found out that the use of supportive leadership behaviour is importance when successful improvement of health

organizations and academic leadership is desired. This indicates that when there is effective application of Supportive leadership behaviour in an organization, the employees' affective commitment tends to increase significantly.

The result also shows that Directive Leadership Behaviour positively impacts on Continuance Employee Commitment. This indicates that Directive leadership behaviour when strategically applied by the Managers and Team leaders will encourage continuity of the employees in the organization, thereby, creating consistency in the organization. Some researchers also agreed that Directive Leadership Behaviour contributes positively towards continuity of employees (Lewis, Welsh, Dehler & Green, 2002; [15] Sagie et al., 2002). We also found out that Supportive Leadership Behaviour significantly impact on Continuance Employee Commitment. This finding indicates that when organizations adapt Supportive Leadership, the employees develop a continuity attachment to the organization, thereby makes serious considerations and evaluations before accepting the decision of leaving the organization. The findings were in line with Anderson et al (2004) [1] on the study conducted in nursing homes, many nurses left their job because of insufficient communication skills, weak teamwork, and non-supportive leadership in their workplace.

In that study, it was revealed that the annual average turnover rate of the nurses was between 70% and 100%. Furthermore, it was demonstrated that this problem reduced the quality of care. Therefore, it was suggested that a supportive work environment be developed to solve this dilemma (Anderson et al, 2004) [1]. In general, this present study found out that Situational Leadership impacts positively on Affective and Continuance Employees Commitment. A study by Garg and Ramjee (2013) [6] in public agencies found out that there is a weak positive significant relationship between situational leadership and continuance commitment.

The study concluded that the more the employees display the characteristics of situational leadership style, the more they may want to feel obligated to stay in the organization. Raja and Palanichamy (2011) [25] in their study revealed that situational leadership style was related to employees' commitment. The researcher found out that situational leadership positively impacts the employee's commitment which includes, affective and continuance.

Previous research also agrees that there exists a positive impact between situational leadership and employee commitment (Dariush et al. 2016; Dahie, Mohamed, and Mohamed 2017[4]; Gcaza, Garande, and Echezona 2018)[7]. According to the research by Yukl and Mahsud (2010),[31] it gives an indication that a leader's situational leadership is very influential on the performance of his subordinates, in addition to getting a good performance it is also necessary to provide learning to his subordinates.

CONCLUSION AND RECOMMENDATIONS

Situational leadership behaviour affects the reasons employees are committed to their organisation.

From the statistical results of this study and those of similar previous research earlier stated in other settings and sectors or organisations, we see a both a positive relationship and a strong impact between supportive, delegative and directive situational leadership styles and employee commitment in their organisation be it affective or continuance commitment.

The study recommends the following:

1. Specific situational leadership behaviours should be intentionally appraised from time to time by leaders themselves to ascertain which is best applied in existing situations to achieve the desired results. This is because an improvement in both the supportive and directive styles is an improvement in commitment.
2. To encourage a high level of normative commitment from employees in the workplace irrespective of other work alternatives, leaders should embrace directive situational leadership.
3. The management of non-governmental organisations should embrace actions that will reduce staff volunteer turnover which will have a positive effect on the operations of such organisations

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