

Relationship between Followership Styles and Job Satisfaction among Seventh-day Adventist Denominational Workers in Kenya

Knollyne Oindih Gai

ORCID: <https://orcid.org/0009-0006-5974-5906>

School of Postgraduate Studies, Adventist University of Africa, Kenya

Email: oindihk@aua.ac.ke

***Josephine Ganu, PhD**

ORCID: <https://orcid.org/0000-0002-0984-378X>

School of Postgraduate Studies, Adventist University of Africa, Kenya

Email: ganuj@aua.ac.ke

***Corresponding Author:** ganuj@aua.ac.ke

Copyright resides with the author(s) in terms of the Creative Commons Attribution CC BY-NC 4.0.
The users may copy, distribute, transmit and adapt the work, but must recognize the author(s) and the
East African Journal of Education and Social Sciences

Abstract: This study examined the followership styles and job satisfaction of Seventh-day Adventist denominational workers in Kenya. It is a cross-sectional quantitative study, using a correlational research design with a sample of 333 full-time and contract denominational employees from eleven Seventh-day Adventist organizations in Kenya. Data was collected using a questionnaire adapted from Kelley's (1992) followership style and job satisfaction (Martin, 2006). The findings revealed that Seventh-day Adventist denominational workers in Kenya predominantly display an exemplary followership style, followed by conformist, pragmatic, passive and alienated styles. Pearson's correlation analysis showed that job satisfaction was positively correlated with exemplary, conformist, and pragmatic followership styles, whereas it was negatively correlated with the alienated followership style. The stepwise multiple regression analysis indicated that only exemplary and pragmatic followership styles positively predicted job satisfaction, whereas alienated followership negatively predicted job satisfaction. This study highlights the importance of fostering the exemplary followership and reducing alienated followership to enhance job satisfaction among denominational workers in Kenya. The findings provide valuable insights into the dynamics of followership and job satisfaction within the context of religious organizations in Africa, contributing to the growing body of research on followership in diverse cultural and organizational settings.

Keywords: Followership styles; Job satisfaction; denominational workers; Kenya; religious organizations.

How to cite: Gai, K. O. and Ganu, J. (2025). Relationship between Followership Styles and Job Satisfaction among Seventh-day Adventist Denominational Workers in Kenya. *East African Journal of Education and Social Sciences* 6(2), 1-14. DOI: <https://doi.org/10.46606/eajess2025v06i02.0431>.

Introduction

Leaders and followers account for organizational performance. While leadership is often portrayed as a magic bullet that 'makes or breaks' an organization (Essa & Alattari, 2019; Busari et al., 2020; Alanazi et al., 2024; Loyola & Aiswarya, 2023), the contributions of followers are often undervalued and viewed as silent, dependent, or passive. Followers are often considered non-assertive participants who occupy subordinate

positions within the organizational hierarchy (Essa & Alattari, 2019; Kellerman, 2008; Blair & Bligh, 2018; Hinić et al., 2017). This leader-centric view has resulted in less attention paid to the role and impact of followership on organizational outcomes such as job satisfaction (Blanchard et al., 2009; Ribbat et al., 2023; Bastardoz & Van Vugt, 2019). According to Uhl-Bien et al. (2014), the oversight of followership is largely due to misunderstandings and confusion about the followership construct and how it relates to leadership. In the words of Blanchard et al.

(2009), “successful followership is an important but an understudied characteristic of employees” (p. 111).

Followership and employees are often used interchangeably; however, they are distinct concepts (Uhl-Bien et al., 2014). Followership refers to the “behaviors of individuals acting in relation to a leader(s)” (Carsten et al., 2010, p. 545). Employees, on the other hand, are individuals hired to work for an organization. While all followers are employees, not all employees are followers in the truest sense of the word. Hurwitz and Hurwitz (2015) postulate that followership is an important skill that employees need to learn in order to follow effectively.

There is a relationship between followership and job satisfaction. Job satisfaction pertains to employees' perceptions and evaluations of their work and work experience. This is closely linked to factors, such as employee performance, retention rates, and overall well-being in the work environment. Followership style can significantly affect job satisfaction, as it shapes how employees engage with leaders, their work and the organization (Kelley, 1988). Plachy and Smunt (2022) assert that organizations tend to underperform or even fail when organizational members refrain from collaborating with leaders through subtle resistance, alienation or sabotage in pursuit of a common goal. In church organizations, as in other organizational contexts, job satisfaction is shaped by various factors, including followership styles.

Although the significant role of followership has been under-researched compared to that of leadership (Carsten et al., 2010; Daft, 2023; Loyola & Aiswarya, 2023; Hinić et al., 2017), the field of followership research is now gaining momentum (Alanazi et al., 2024). Numerous studies have explored the determinants of employee job satisfaction across different settings (Bednarczuk, 2019; Elyashiv & Hanuka, 2024; Kavoo-Linge & Mutinda, 2015). However, empirical studies explicitly linking specific followership styles (e.g., Kelley's typology—exemplary, alienated, passive, conformist, pragmatist) to job satisfaction remain relatively scarce. In studies where followership is considered, it is often framed only in relation to leadership rather than being investigated as an independent construct influencing job satisfaction (Weber et al., 2022; Kellerman, 2008; Johnson, 2003; Essa & Alattari, 2019; Walia et al., 2015). This

limits the development of a follower-centric understanding of the workplace dynamics. In addition, much of the extant research on followership is predominantly centered on Western contexts and commercial businesses, with limited attention given to churches and faith-based organizations (Uhl-Bien et al., 2014; Alanazi et al., 2024; Cunningham, 2022; Kavoo-Linge & Mutinda, 2015). In addition, few researchers have explored job satisfaction among church workers in subordinate positions (Wittberg, 1993).

This gap highlights the need for studies that explore followership in various cultural and organizational contexts, such as Kenya. Kenya offers a cultural context characterized by high-power distance and bureaucratic and hierarchical organizational structures (Hofstede et al., 2010; Oloko & Ogutu, 2012; Keah & Wabala, 2022). In cultures of this nature, hierarchy is usually emphasized, independent thinking is discouraged and followers are more dependent on leaders (Schuder, 2017; Oloko & Ogutu, 2012; Keah & Wabala, 2022). Furthermore, non-profit entities, such as church organizations offer a distinctive context for exploring the relationship between followership styles and job satisfaction. This is particularly relevant because denominational employees often demonstrate a strong commitment to organizational mission and values (Zigan et al., 2024).

Consequently, this study examined followership styles and their influence on job satisfaction among Seventh-day Adventist denominational workers in Kenya. This study employed Kelley's (1988) followership typology, which categorizes followers into five styles: alienated, passive, conformist, pragmatic and effective. Seventh-day Adventist Church organizations follow a hierarchical organizational structure in which organizational members, from officers to employees, are expected to play the dual role of leader and follower. Even those with the highest leadership duties ultimately report to someone else – a higher organization. Such church-affiliated organizations offer a valuable setting for exploring followership, particularly in understanding how denominational employees engage with leaders as followers within the bureaucratic structures of church organizations. By examining followership in the context of Africa and religious organizations, this article provides valuable insights into followership. Therefore, this study addressed the following research questions:

1. What are the dominant followership styles exhibited by Seventh-day Adventist denominational workers in Kenya?
2. Is there a significant relationship between the followership styles exhibited by Seventh-day Adventist denominational workers and job satisfaction in Kenya?
3. Which of the followership styles exhibited by Seventh-day Adventist denominational workers are significant predictors of job satisfaction in Kenya?

The framework underpinning this study is depicted in Figure 1, which is derived from the literature reviewed. This study hypothesized that employee job satisfaction is influenced by followership styles.

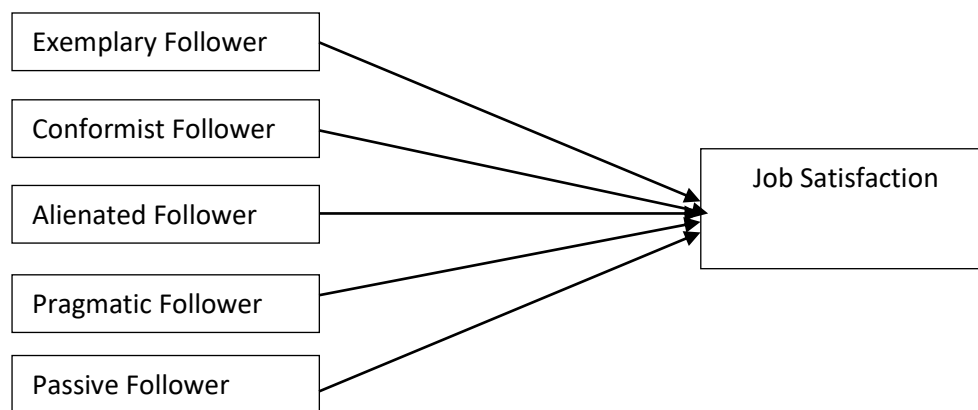


Figure 1: Conceptual Framework of the Study

Followership

Organizations mostly consist of two groups of employees: those who lead (leaders) and those who follow (followers). Followers are individuals who support and follow a leader, contributing to the achievement of an organization or a group's goals (Gajdhane, 2023). Almost everyone is a follower in some leader-follower dynamics; for instance, a chief executive officer must answer to the board. Followership is often misunderstood as mere passive compliance or subservience within organizational structures (Weber et al., 2022). This misconception overlooks the crucial role of followers in achieving collective institutional goals. Followership involves not only obedience and compliance but also active engagement, independent thinking and proactive contributions to the success of the organization (Kelley, 2008)

Several scholars conceptualized followership as a process in which an individual or group of individuals consents to the influence of others (e.g., supervisor, top leadership) to achieve organizational objectives (Northouse, 2019; Kelley, 2008; Kellerman, 2008; Chaleff, 2009). Followership is defined as the role that individuals play in supporting, contributing to and realizing the vision and directives set by their leaders (Alanazi et al.,

2024). Carsten et al. (2014) described followership as the behaviour a person engages in while interacting with leaders to meet organizational objectives. From this perspective, followers are viewed as partners with leadership, which implies that followers should actively engage with leaders to work towards shared goals. Similarly, Kellerman (2008) viewed followership as the role exhibited by employees within the context of leadership dynamics. Thus, followership is a form of shared leadership practiced by individuals who are in positions of responsibility but not authority (Weber et al., 2022).

According to Lussier and Achua (2022), followership is not simply blindly following the directives of formal authority figures within an organization. Schindler (2015) argues that being a follower differs from being subordinate. Similarly, Bastardo and Van Vugt (2019) argue that followership is a voluntary deference process, which differs from blind submission to authority. Leaders and followers interact to form a dynamic and purposeful relationship, which is an essential component of organizational performance (Tinuoye et al., 2022). Thus, a distinctive aspect of the concept of followership is assertiveness and the ability of followers to constructively challenge leadership

when necessary to ensure adherence to organizational objectives and ethical standards (Kelley, 1988; Chaleff, 2009). Therefore, effective followers are not simply order-takers but valuable contributors who offer pertinent solutions and take responsibility for their actions. They demonstrate loyalty to the organization's mission rather than blind obedience to authority figures.

Hurwitz and Hurwitz (2015) assert that followership is a distinct skill that needs to be developed to effectively collaborate with leaders to achieve organizational goals, rather than passively following orders. Skilled followers can maintain a balance between supporting their leaders and challenging ideas, when necessary. This dynamic interplay between leadership and followership creates conditions for a good working environment and organizational success. From the perspective of a traditional organizational point of view, such as Seventh-day Adventist organizations, denominational church workers are typically expected to demonstrate exemplary followership, as a means of honoring God and with the awareness that their actions are observed by God (Ghazzawi et al., 2016; New International Version, 2011, Colossians 3:23; 4:1).

Theoretical Foundations of Followership

This study hinges on Robert Kelley's framework of followership. According to Northouse (2019), Kelley's (1988; 1992; 2008) model is the most widely used framework for categorizing followers. Kelley categorizes followers into two behavioral groups based on their critical thinking abilities and engagement levels in organizational activities. According to this classification, organizations have five distinct types of followers: alienated, passive, conformist, pragmatic, and exemplary. The best followers actively participate in the leadership process and take initiative. At the same time, they think independently and provide constructive criticism to their leaders and groups. In contrast, the worst followers do not think for themselves; they simply take directions and do not challenge their leaders or groups (Kelley, 1992).

Alienated followers are critical thinkers who abstain from participating in organizational activities. They are passive and dwell on the shortcomings of the organization and other people (Daft, 2023; Kelley, 1988; Schindler, 2015). Alienated followers are creative, talented, and well-informed; however,

they are withdrawn from the organization (Can & Aktaş, 2012).

Exemplary Followers actively participate, think critically on their own and act independently of the group or the leaders. According to Kelley (1992), these types of followers are believed to be the best followers. Can and Aktaş (2012) noted that these exceptional followers tend to be more proactive and display leadership qualities.

Conformist followers willingly accept the instructions or yield to their superiors. They actively participate in organizational activities but rarely demonstrate independent thoughts. Although conformist followers show excellent involvement in the organization, they lack the ability to think critically, as Kelley (1992) stated. In essence, these followers conform to any circumstance, can be blindfolded in any circumstance and they exhibit characteristics that discourage disagreement, arguments and conflicts.

Passive followers refrain from taking initiatives and have traits that are the exact opposite of those of exemplary followers. Such followers allow their leaders to make decisions, necessitating ongoing oversight. They lack enthusiasm and exhibit neither autonomous, critical thought nor active engagement. Consequently, passive followers evade accountability and avoid taking chances (Can & Aktaş, 2012). Thus, passive followers are obedient followers who prioritize obeying their superiors' commands and deferring to the leader. They act as if they are simply accountable for carrying out the leader's instructions (Kelley, 1988).

Pragmatist Followers demonstrate the characteristics of the four follower types (alienated, passive, conformist and exemplary) depending on which style fits with the prevalent situation. Hence, their approach is embodied in the idiomatic expressions— "hug the middle of the road" and "ride smoothly without swinging." This type of follower avoids risks and employs whatever strategy works best for their own position (Daft, 2023; Kelley, 1988).

According to Kelley (1988), both passive and alienated followers engage in passive engagement. However, while passive followers think uncritically and are always dependent on leaders for direction, alienated followers can think independently and critically (Kelley, 1988). On the contrary, conformists and exemplary followers engage actively; while

conformists think uncritically and are always dependent on leaders, exemplary followers think independently and critically (Kelley, 1992). Finally, pragmatists do not commit to any one style and can switch between behaviors to match leaders' expectations (Daft, 2023; Kelley, 2008).

Job Satisfaction

Job satisfaction is among the most studied and measured work-related attitudes in the organizational behavior literature (Bandura & Lyons, 2014; Spector, 2022). This construct describes the overall perception of employees' feelings about their jobs. The extent to which they like or dislike their jobs is important for organizational leaders (Hinić et al., 2017; Judge et al., 2020). Job satisfaction is important because it shows the extent to which employees view their job, which often translates into better performance (Scandura, 2022).

Job satisfaction is a multidimensional construct represented by various factors. It can be described as cognitive (beliefs or judgments about the job), affective (feelings that the job arouses) and behavioral (how the individual tends to behave towards the job) reactions to the job (Judge et al., 2020). Factors such as pay, supervision, coworker relationships, work environment, working conditions and the work itself determine the extent to which employees are happy with their jobs (Colquitt et al., 2017); Robbins & Judge, 2023). Ghazzawi et al. (2016) suggested that strong religious faith can influence job satisfaction. For example, individual values are often formed and strengthened by the religion to which the person is affiliated. Social influence in the form of religious teachings and communities may affect how a person understands the value of his or her job.

The relationship between followership style and job satisfaction is significant. Effective followership is linked to better job satisfaction, increased productivity and higher levels of organizational commitment (Weber et al., 2022; Gajdhane, 2023). Followers who think independently and critically, engage with their work and contribute proactively to the organization, typically experience greater job satisfaction and pride in their work (Blanchard et al., 2009). Additionally, effective followership enhances organizational performance by assisting leaders reach the organization's goals. Followers who work collaboratively demonstrate personal strength and ethical balance and aim for a common objective as a

team are essential for the organization's success (Gajdhane, 2023). They provide valuable feedback to leaders and help ensure that the organization is operating efficiently and effectively. Therefore, promoting and encouraging effective followership within an organization can lead to high levels of job satisfaction and organizational performance.

When employees experience dissatisfaction, they tend to disengage, which leads to a gradual decline in productivity. In some instances, this dissatisfaction may result in substandard tasks. Conversely, when employees are content with their roles, they are more likely to commit to the organization (Swofford, 2023). Luthans (2011) suggested that employees who are happy with their jobs are more likely to be engaged. Not only can job satisfaction improve performance, but it also creates a positive work environment in which employees feel appreciated and supported.

Active participation and independent critical thinking are inherent in effective followership styles and result in increased job satisfaction (Leung et al., 2018). According to Gazi et al. (2021), employees' positive attitudes towards their jobs are reflected in their level of job satisfaction. Lahat and Marthanti (2021) also observed that happiness at work is largely influenced by how much an employee enjoys their job. Employees who experience job satisfaction are more likely to feel enthusiastic about their work and find pleasure compared to those who are dissatisfied with their jobs (Ye et al., 2019).

Understanding how followership styles influence job satisfaction provides valuable insights into employees' behavior and organizational effectiveness, particularly in the Seventh-day Adventist Church organizational context.

Methodology

Design

This study employed a positivist paradigm with a deductive approach. Consequently, in alignment with the research questions, a cross-sectional quantitative design was adopted (Creswell & Guetterman, 2019; Hair et al., 2021; Sekaran & Bougie, 2020; Thomas, 2023). The study utilized a correlational research design to explore the strength and direction of relationships between various followership styles and levels of job satisfaction among denominational employees in Seventh-day Adventist organizations in Kenya. Correlational

research is a study design that investigates the relationship between two or more variables (Creswell & Guetterman, 2019; Hair et al., 2021; Sekaran & Bougie, 2020). This allows researchers to identify the patterns and associations that naturally occur within a given population. This design is particularly valuable when the goal is to determine whether and to what extent variables, such as followership styles and job satisfaction are correlated. Therefore, a correlational design was considered most suitable for assessing the relationship between the five followership styles and levels of job satisfaction among employees in Seventh-day Adventist organizations in Kenya.

Population and Sampling

While the total number of Seventh-day Adventist workers in Kenya is approximately 3,466 (East-Central Africa Division of Seventh-day Adventists, 2022), Krejcie and Morgan's (1970) the researchers used the pre-calculated sample size table to determine the sample size of 346. The participants consisted of full-time and contract denominational employees from 11 organizations. The study employed a proportionate random stratified sampling technique (Hair et al., 2021; Sekaran & Bougie, 2020) to select the number of workers proportional to the size of the participating organizations. The sampling technique was used to provides a representative sample since the target population in different organizations varied. Consequently, 333 questionnaires were completed and returned, yielding a response rate of 96.2%. A response rate of 70% or higher is adequate to represent a study population (Booker et al., 2021; Ericson et al., 2023).

Instrument

A self-designed questionnaire, adapted from several existing tools and literature, such as Kelley's followership styles (1992) and job satisfaction

(Martin, 2006), served as the research instrument. Apart from the demographic variables, the independent and dependent variables were measured using a 5-point Likert scale, ranging from 1 (never, very dissatisfied) to 5 (always, very satisfied). The coefficient alphas for all the scales ranged from 0.60 to 0.90.

Ethical Considerations

Ethical approval was obtained from the Adventist University of Africa Institutional Scientific and Ethics Review Committee (AUA/ISERC/2024/001) and a research license from the National Commission for Science, Technology, and Innovation (NACOSTI/P/24/32611) in Kenya. Permission was obtained from the leadership of the participating organizations. Subsequently, appointments were arranged to set up data collection schedules. Informed consent was obtained from all respondents before the survey.

Statistical Treatment of Data

The researchers checked data screening for missing values, outliers and normality of all variables. There were some missing values exceeding 5% for both the demographic variables and scale items. Therefore, the 'listwise deletion' method was applied (Wang & Aronow, 2023; Hong et al., 2023) and respondents with missing data were omitted. IBM SPSS 29 software (2023) was used for statistical analysis. Descriptive statistics was used to provide an overview of followers' styles. This goes along with the corresponding interpretation for each response level. Pearson Correlation and stepwise multiple regression (Ong & Puteh, 2017; Hair et al., 2021; Sekaran & Bougie, 2020; Thomas, 2023) tested the influence of followership styles on job satisfaction. The significance level was set at $p < .05$. Table 1 presents the scoring guide for the 5-point Likert scale, along with the corresponding interpretation for each response level.

Table 1: Interpretation of 5-Point Likert Scale Measurement for Followership Style

Likert-Scale Description	Likert-Scale	Mean interval	Interpretation
Never	1	1.00 - 1.80	Followership behavior does not occur at all.
Rarely	2	1.81 - 2.60	Followership behavior is rare, only in a few instances.
Sometimes	3	2.61 - 3.40	Followership behavior occurs sometimes, not frequently.
Often	4	3.41 - 4.20	Followership behavior happens frequently.
Always	5	4.21 – 5.00	Followership behavior occurs everytime.

Source: Adapted from Nyutu, et al. (2020)

Results and Discussion

This section presents the findings of the study, beginning with the demographic factors and then moving into the analysis of the guiding research questions.

Demographic Profile of the Respondents

The respondents' demographic characteristics are presented in Table 2. The study sample consisted of 239 males (71.9%) and 77 females (23.5%). The majority of the respondents were aged between 31

and 54 years (65.5%). Furthermore, a significant proportion of the respondents were highly educated, with 159 (48.6%) of the entire sample holding bachelor's degrees and 117 (35.8%) having postgraduate degrees. Years of service scored as follows: up to 5 years ($f = 69$; 21%), 10-13 years ($f = 56$; 17%), and 21-30 years ($f = 41$; 12.5%). In terms of employment status, 200 (61.2%) respondents were full-time regular workers while 111 (33.9%) were contractual denominational workers.

Table 2: Demographic Characteristics of Respondents

Variable		Frequency	Percentage
Gender	Male	239	71.9
	Female	77	23.5
Age	18-25 years	11	3.4
	26-30 years	36	11.0
	31-44 years	119	36.4
	45-54 years	95	29.1
	55 years and older	50	15.3
Education	Secondary School	12	3.7
	Post Secondary School	28	8.6
	College Graduate	159	48.6
	Postgraduate	117	35.8
Employment Status	Full time	200	61.2
	Contractual	111	33.9
Years of Service	Less than one year	19	5.8
	2-5 Years	69	21.1
	6-9 Years	45	13.8
	10-13 Years	56	17.1
	14-17 Years	32	9.8
	18-21 Years	31	9.5
	21-30 Years	41	12.5
	More than 31 Years	23	7.0

Research Question 1: What are the dominant followership styles exhibited by Seventh-day Adventist denominational workers in Kenya?

One of the objectives of this study was to find out the types of followership behaviors displayed by Seventh-day Adventist workers in Kenya. Table 3 summarizes the mean scores for the five types of

followership styles using the Kelley's model (1988). Respondents were asked to use a five-point Likert scale (ranging from "Always" to "Never") to indicate their typical followership behavior in the workplace. The mean scores were interpreted according to the guidelines shown in Table 1 (Nyutu et al., 2020).

Table 3: Followership Style of Respondents

Followership Styles	N	Mean	SD	Interpretation
Exemplary	323	4.33	.48	Always Exemplary
Conformist	326	3.11	.43	Sometimes Conformist
Pragmatic	325	2.49	1.25	Rarely pragmatic
Passive	316	2.34	.75	Rarely Passive
Alienated	317	1.96	.66	Rarely Alienated

The findings in Table 3 indicate the different followership behaviors depicted by the respondents: exemplary followers ($M = 4.33$, $SD =$

.48), conformists ($M = 3.11$, $SD = .43$), pragmatic ($M = 2.49$, $SD = 1.25$), passive ($M = 2.34$, $SD = .75$), and alienated ($M = 1.96$, $SD = .66$). The standard

deviation indicates the normal divergence of the responses from the mean, in most cases. The findings indicate that the predominant followership style among the Seventh-day Adventist denominational employees in Kenya is exemplary followership. Conformist followership is sometimes demonstrated whereas pragmatic, passive, and alienated followership styles are rarely employed. These findings provide insight into the prevalence and distribution of followership styles among Seventh-day Adventist denominational workers in Kenya.

Essa and Alattari (2019) investigated the relationship between followership and leadership styles within the context of academic institutions in Jordan. They found that the most common followership style among faculty members was exemplary, followed by the pragmatic, alienated and passive styles. Gajdhane (2023) found that the most observed followership style among employees in Indian public sector banks was the exemplary style, followed by passive, pragmatist, conformist, and alienated followers.

According to Kelley (1988), exemplary followers are highly engaged, active and independent-minded. They think critically, actively participate, take initiative and constructively challenge leadership when necessary, contributing positively to organizational goals. This suggests that Seventh-day Adventist denominational employees in Kenya are consistently engaged in the organization's operations and are analytical thinkers who play a crucial role in the success of their organizations. Ganu and Razafiarivony (2023) described exemplary followers as above-average performers who are genuinely committed to an organization's goals and values. Hence, if they believe the leader has deviated from the proper path, they will point out contradictions in his or her behavior or policies.

Interestingly, conformist followership is 'sometimes' exhibited in the Seventh-day Adventist organizations in Kenya. This means that, at times, organizational members may hesitate to go against their leaders' opinions and follow orders without questioning. Undeniably, obedience and a clear chain of command are essential principles in faith-based organizations, such as the Seventh-day Adventist Church (Karakostas & Zizzo, 2016). However, this kind of followership can hinder independent thinking and the generation of new ideas, ultimately leading to blind obedience and

conformity (Ertas Capan & Uzuncarsili, 2022). Respondents' acknowledgment of exhibiting occasional conformist followership behavior indicates their acceptance of personal responsibility and critical thinking in their actions within the organization. This is an important point of reflection for the management of Seventh-day Adventist organizations in Kenya, as it shows the potential for fostering a culture of critical thinking and empowerment among employees.

Table 3 further shows that the respondents are 'rarely' pragmatic, passive, or alienated followers. Thus, employees do not often engage in these behaviors, suggesting that exemplary followership is the predominant style among employees. From the perspective of a religious organization, such as Seventh-day Adventist organizations, denominational church workers are typically expected to demonstrate exemplary followership, as a means of honoring God and with the awareness that their actions are observed by God (Ghazzawi et al., 2016; New International Version, 2011, Colossians 3:23; 4:1). Effective followers understand the big picture and are highly engaged (Peterson, 2020).

Research Question 2: Is there a significant relationship between the followership styles exhibited by Seventh-day Adventist denominational workers in Kenya and their job satisfaction?

Another aim of this study was to examine how specific followership styles correlate with the level of job satisfaction. The Pearson correlation coefficients presented in Table 4 indicate that job satisfaction is positively correlated with exemplary followership ($r = .35$; $p < .001$), conformist followership ($r = .17.9$; $p = .002$), and pragmatic followership ($r = .15.2$; $p = .008$). In contrast, alienated followership exhibited a negative correlation with job satisfaction ($r = -.31.4$; $p < .001$) whereas passive followership showed no significant correlation with job satisfaction. The strength of the relationship was interpreted following the guidelines established by Fein et al. (2022), where an r value of .10 to .30 denotes a weak correlation, an r value of .31 to .50 signifies a moderate correlation and an r value of .51 to 1.0 indicates a strong correlation.

Consequently, exemplary follower style exhibits a moderate positive correlation with job satisfaction, whereas conformist and pragmatist followers demonstrate a relatively weak correlation with job

satisfaction. Conversely, alienated followers displayed a moderately negative correlation with job satisfaction.

The findings presented in Table 4 indicate that exemplary followership has the most significant positive correlation with job satisfaction, indicating that as denominational employees demonstrate more active engagement and independent thinking,

their levels of job satisfaction tend to increase. This suggests that empowering employees to take initiatives and think critically may contribute to a more fulfilling work experience. This result aligns with previous studies (Othman & Busari, 2024; Favara, 2009; Hinić et al., 2017), which reported a positive relationship between exemplary followership style and job satisfaction.

Table 4: Pearson Correlations between Followership Styles and Job Satisfaction

		Exemplary Follower	Conformist Follower	Pragmatic Follower	Alienated	Passive follower	Job satisfaction
Job satisfaction	Pearson Correlation	.350**	.179**	.152**	-.314**	-.017	1
	Sig. (2-tailed)	<.001	.002	.008	<.001	.773	
	N	300	302	302	300	294	303

*. Correlation is significant at the 0.05 level (2-tailed).

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

In stark contrast, alienated followership, characterized by feelings of disengagement, shows a significant inverse relationship with job satisfaction. This negative correlation suggests that overall job satisfaction tends to decrease as the level of alienated followership increases within an organization. Employees experiencing alienation may feel disconnected from their work, colleagues and the organization's goals, leading to low job satisfaction. The impact of alienated followership on job satisfaction can manifest in various ways (Judge et al., 2020; Scandura, 2022). Alienated followers may exhibit reduced commitment to their tasks, a

decreased willingness to engage in organizational citizenship behaviors and increased absenteeism.

Research Question 3: Which of the followership styles exhibited by Seventh-day Adventist denominational workers are significant predictors of job satisfaction in Kenya?

Furthermore, this study aimed to establish the specific followership styles that significantly predict job satisfaction among Seventh-day Adventist denominational workers in Kenya. Stepwise multiple regression analysis was conducted to assess whether the identified followership styles significantly predicted job satisfaction (Table 5).

Table 5: Regression Analysis of Followership Styles on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355 ^a	.126	.123	.53889
2	.424 ^b	.180	.174	.52304
3	.458 ^c	.210	.202	.51422

a. Predictors: (Constant), Exemplary follower

b. Predictors: (Constant), Exemplary follower, Alienated

c. Predictors: (Constant), Exemplary follower, Alienated, Pragmatic

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.026	1	12.026	41.412	.000 ^b
	Residual	83.345	287	.290		
	Total	95.372	288			
2	Regression	17.131	2	8.565	31.310	.000 ^c
	Residual	78.241	286	.274		
	Total	95.372	288			
3	Regression	20.012	3	6.671	25.227	.000 ^d
	Residual	75.360	285	.264		
	Total	95.372	288			

a. Dependent Variable: Organizational performance-job satisfaction

b. Predictors: (Constant), Exemplary follower

c. Predictors: (Constant), Exemplary follower, Alienated

d. Predictors: (Constant), Exemplary follower, Alienated, Pragmatic

The regression model depicted in Tables 5 and 6 indicates that approximately 20% of the variance in job satisfaction is attributable to followership styles (adj. $R^2 = .20$, $F(3, 285) = 25.227$, $p < .001$). Notably, exemplary ($\beta = .295$, $p < .001$), alienated ($\beta = -.279$, $p < .001$), and pragmatic ($\beta = .085$, $p = .001$) followers significantly contributed to the model in that order (see Table 7). The findings further reveal that exemplary followers ($\beta = .295$, $p < .000$) and alienated followers ($\beta = -.279$, $p < .001$) emerged as the strongest predictors. While exemplary and pragmatic followership were positively correlated with job satisfaction, alienated followership was negatively correlated. This finding implies that denominational workers who exhibit exemplary, less alienated, and pragmatic characteristics are more likely to experience higher job satisfaction.

The findings in Table 5 confirm that the way employees perceive their roles as followers influences their satisfaction levels. For instance, effective followers who appreciate their roles have corresponding positive feelings regarding their job. Pragmatic followers are also happy on the job because they know how to adapt to get things done and survive in the organization (Schindler, 2015; Daft, 2023). The negative direction of the alienation coefficient reinforces the notion that alienation can negatively affect employees' job satisfaction. The perception of powerlessness and unsafe work environments (Weber et al., 2022) may compel individuals to adopt a pragmatic or alienated follower style to navigate their workplace circumstances.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.224	.290		7.664	.000		
Exemplary	.427	.066	.355	6.435	.000	1.000	1.000
2 (Constant)	3.121	.350		8.920	.000		
Exemplary	.320	.069	.267	4.648	.000	.872	1.146
Alienated	-.229	.053	-.248	-4.320	.000	.872	1.146
3 (Constant)	3.113	.344		9.051	.000		
Exemplary	.295	.068	.246	4.332	.000	.861	1.161
Alienated	-.279	.054	-.301	-5.136	.000	.805	1.242
Pragmatic	.085	.026	.181	3.301	.001	.923	1.083

a. Dependent Variable: Organizational Performance- Job satisfaction

These findings align with Blanchard et al.'s (2009) study, which found that active engagement by followers was positively related to job satisfaction. Weisberg and Dent (2016) also found that non-profit organizational employees get intrinsic job satisfaction through the work itself and when they make a difference as they fulfill the organization's mission. Active participation and independent critical thinking, which are inherent in effective followership styles, also result in increased job satisfaction (Leung et al., 2018; Gatti et al., 2017). Alienated followers show lower work-related affect and job satisfaction compared to other follower styles (Coyle & Foti, 2021).

However, the results contradict those by Oyetunji (2013), who conducted a study on the followership styles of lecturers in Botswana's private universities, utilizing the Kelley's (1992) followership typology. The findings indicated that more than half of the lecturers exhibited a pragmatic followership style,

while the remaining lecturers were almost evenly divided among alienated, exemplary and passive followership styles. Lecturers with a passive followership style perceived themselves as effective performers, whereas those with the other three followership styles evaluated their performance less favorably. These inconsistent findings underscore the complexity of followership styles and the need for further research, particularly in Africa (Gatti et al., 2017; Parker, 2007).

Conclusions and Recommendations

Based on the findings, the study concludes that the most common followership style among the workers is exemplary followership behavior. Additionally, exemplary, alienation and pragmatic followership styles significantly predicted job satisfaction. The study further concludes that followership styles alone may not be an exclusive predictor of job satisfaction. The study recommends the importance

of exploring other factors that may play a critical role, such as leadership practices, organizational support and individual values. Furthermore, Seventh-day Adventist organizations in Kenya need to equip employees with followership skills to prevent perceptions of powerlessness, passivity, and unsafe work environments so they can effectively contribute to organizational development and enjoy their work experience. This requires deliberate investment and training in followership to create awareness and develop critical thinking, accountability, and active engagement skills among employees that support both leadership and team dynamics. Training employees in followership builds a workforce that is more proactive, independent, and not just blindly compliant or passive.

Moreover, to enhance the work experience and job satisfaction of followers, top leaders should consider the strategic role of effective followers and create a conducive organizational culture that supports psychological safety. For followers to freely voice their views and constructively challenge their leaders, they must believe that they will not be victimized for doing so. Leaders who encourage followers' voices and create a climate of psychological safety benefit from the subordinates' proactive ideas and engagement. Ultimately, effective followership fosters active engagement, critical thinking, and problem-solving mindset that results in better organizational outcomes as well as greater job satisfaction.

References

- Alanazi, S., Wiechula, R. and Foley, D. (2024). Perceptions of followership among nurses: A qualitative study. *International Journal of Nursing Studies Advances*, 7, 100222. <https://doi.org/10.1016/j.ijnsa.2024.100222>.
- Bandura, R. P. and Lyons, P. (2014). Situations–vacant fall where employees are engaged: Involvement boosts various aspects of organizational performance. *Human Resource Management International Digest*, 22 (5), 22-25.
- Bastardo, N. and Van Vugt, M. (2019). The nature of followership: Evolutionary analysis and review. *The Leadership Quarterly*, 30(1), 81-95. <https://doi.org/10.1016/j.leaqua.2018.09.004>.
- Bednarczuk, M. (2019). God in the workplace: Religiosity and job satisfaction among US public servants. *Journal of Public and Non-profit Affairs*, 5(3), 261-276. <https://doi.org/10.20899/jpna.5.3.261-276>.
- Blair, B. A. and Bligh, M. C. (2018). Looking for leadership in all the wrong places: The impact of culture on proactive followership and follower dissent. *Journal of Social Issues*, 74(1), 129-143. <https://doi.org/10.1111/josi.12260>.
- Blanchard, A. L., Welbourne, J., Gilmore, D. and Bullock, A. (2009). Followership styles and employee attachment to the organization. *The Psychologist-Manager Journal*, 12(2), 111-131. <https://doi.org/10.1080/10887150902888718>.
- Booker, Q. S., Austin, J. D. and Balasubramanian, B. A. (2021). Survey strategies to increase participant response rates in primary care research studies. *Family Practice*, 38(5), 699-702. <https://doi.org/10.1093/fampra/cmab070>.
- Busari, A. H., Khan, S.N., Abdullah, S.M. and Mughal, Y. H. (2020). Transformational leadership style, followership, and factors of employees' reactions towards organizational change", *Journal of Asia Business Studies*, 14(2), 181-209. <https://doi.org/10.1108/JABS-03-2018-0083>.
- Can, A. and Aktaş, M. (2012). Cultural values and followership style preferences. *Procedia - Social and Behavioral Sciences*, 41, 84-91. <https://doi.org/10.1016/j.sbspro.2012.04.012>.
- Carsten, M. K., Harms, P. and Uhl-Bien, M. (2014). Exploring historical perspectives of followership: The need for an expanded view of followers and the follower role. In L. M. Lapierre & M. K. Carsten (Eds.), *Followership: What is it and why do people follow?* (pp. 3-25). Emerald Group.
- Carsten, M. K., Uhl-Bien, M., West, B. J., Patera, J. L., & McGregor, R. (2010). Exploring social constructions of followership: A qualitative study. *The Leadership Quarterly*, 21(3), 543-562. <https://doi.org/10.1016/j.leaqua.2010.03.015>.
- Chaleff, I. (2009). *The courageous follower: Standing up to and for our leaders* (3rd ed.). Berrett-Koehler Publishers.
- Colquitt, J. A., LePine, J.A. and Wesson, M.J. (2017). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (5th ed.). McGraw-Hill.
- Coyle, P. T. and Foti, R. (2021). How do leaders vs. followers construct followership? A field study of implicit followership theories and work-related affect using latent profile analysis. *Journal of Leadership & Organizational Studies*, 29(1), 115-130. <https://doi.org/10.1177/15480518211053529>.

- Creswell, J. W. and Guetterman, T.C. (2019). Educational research: Planning, conducting, and evaluating quantitative and qualitative research (6th Ed.). Pearson Education.
- Cunningham, G. B. (2022). The role of followership in leadership: A review of the literature and future directions. *Journal of Leadership & Organizational Studies*, 29(3), 205-223. <https://doi.org/10.1177/1548051822110034>.
- East-Central Africa Division of Seventh-day Adventists [ECD] (2022), Statistical Report, 2022. East-Central Africa Division of Seventh-day Adventists.
- Daft, R.L. (2023). *The Leadership Experience*. Cengage.
- Elyashiv, R. A. and Hanuka, G. (2024). Teachers' job satisfaction: religious and secular schools in Israel. *British Journal of Religious Education*, 46(4), 354–369. <https://doi.org/10.1080/01416200.2024.2367197>.
- Ericson, A., Bonuck, K., Green, L. A., Conry, C., Martin, J. C. and Carney, P. A. (2023). Optimizing Survey Response Rates in Graduate Medical Education Research Studies. *Family medicine*, 55(5), 304–310. <https://doi.org/10.22454/FamMed.2023.750371>.
- Ertas Capan, G. and Uzuncarsili, U. (2022). Under the shadows of authority: Unveiling age and gender disparities in obedience. *International Journal of Interdisciplinary Approaches in Psychology*, 2(5), 311-316. <https://doi.org/10.55014/ijiap.v2i5.370>.
- Essa, E. B. and Alattari, A. (2019). The relationship between followership styles and leadership styles. *Research in Educational Administration & Leadership*, 4 (2), 407-449. <https://doi.org/10.30828/real/2019.2.7>.
- Favara, L. F. Jr. (2009). Putting followership on the map: Examining followership styles and their relationship with job satisfaction and job performance. *Journal of Business & Leadership: Research, Practice, and Teaching* (2005-2012), 5 (2). <https://doi.org/10.58809/ISFB5182>.
- Fein, E. C., Gilmour, J., Machin, T. and Hendry, L. (2022). Statistics for research students: An open access resource with self-tests and illustrative examples. University of Southern Queensland.
- Gajdhane, A. (2023). An analysis of followership styles and their correlation with demography in Indian public sector banks. *International Journal of Creative Research Thoughts (IJCRT)*, 11 (7), 62-72.
- Ganu, J. and Razafiarivony, M. A. (2023). In search of an ideal Christian follower in modern organizations. *Journal of Biblical Integration in Business*, 26(1), 65-78. <https://doi.org/10.69492/jbib.v26i1.657>.
- Gatti, P., Ghislieri, C. and Cortese, C. G. (2017). Relationships between followers' behaviors and job satisfaction in a sample of nurses. *PLoS ONE* 12(10): e0185905. <https://doi.org/10.1371/journal.pone.0185905>.
- Gazi, M. A. I., Tushar, H., Shuvro, R. A., Saha, S. and Rahaman, M. A. (2021). Factors affecting job satisfaction of sugar industrial workers in relation to demographic factors: An empirical study in Bangladesh. *The Journal of Asian Finance, Economics and Business*, 8(6), 387-394.
- Ghazzawi, I.A., Smith, Y. and Cao, Y. (2016). Faith and job satisfaction: Is religion a missing link? *Journal of Organizational Culture, Communications and Conflict*, 20(1), 1-29.
- Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2021). *Multivariate Data Analysis* (8th ed.). Cengage Learning.
- Hinić, D., Grubor, J. and Brulić, L. (2017). Followership styles and job satisfaction in secondary school teachers in Serbia. *Educational Management Administration & Leadership*, 45(3), 503-520. <https://doi.org/10.1177/1741143215623787>.
- Hofstede, G. H., Hofstede, G. J. and Minkov, M. (2010). *Cultures and Organizations: Software of the mind* (3rd ed). McGraw-Hill.
- Hong, M., Carter, M., Kim, C. and Cheng, Y. (2023). Data Exclusion in Policy Survey and Questionnaire Data: Aberrant Responses and Missingness. *Policy Insights from the Behavioral and Brain Sciences*, 10(1), 11-17. <https://doi.org/10.1177/23727322221144650>.
- Hurwitz, M. and Hurwitz, S. (2015). *Leadership is half the story: A fresh look at followership, leadership, and collaboration*. University of Toronto Press.
- IBM Corp. (Released 2023). IBM SPSS statistics version 29.0.2.0. IBM CoJohnson, J. E. (2003). A Study of the Relationship Between Followership Modalities and Leadership Styles Among Educators at Selected High Schools in Jackson, Mississippi. [Doctoral Dissertations, Andrews University, USA]. <https://dx.doi.org/10.32597/dissertations/471/>.
- Judge, T. A., Zhang, S. and Glerum, D. R. (2020). Job satisfaction. In V.I. Sessa & N.A. Bowling (eds.), *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (207-241). Routledge. <https://doi.org/10.4324/9780429325755>.
- Karakostas, A. and Zizzo, D. J. (2016). Compliance and the power of authority. *Journal of Economic Behavior & Organization*, 124, 67-80.

- Kavoo-Linge, T. and Mutinda, J. (2015). Extrinsic factors that affect employee job satisfaction in faith-based organizations. *Journal of Language, Technology & Entrepreneurship in Africa*, 6 (1), 72-81.
- Keah, C. and Wabala, W. S. (2022). Relationship between power distance and compliance to affirmative action policies among government state departments in Kenya. *The Strategic Journal of Business & Change Management*, 9 (2), 824 – 836.
- Kellerman, B. (2008). *Followership: How followers are creating change and changing leaders*. Harvard Business Press.
- Kelley, R. E. (1988). In praise of followers. *Harvard Business Review*, 66(6), 142–148. <https://hbr.org/1988/11/in-praise-of-followers>.
- Kelley, R. E. (1992). *The Power of Followership*. Doubleday Business.
- Kelley, R. E. (2008). Rethinking followership. In R. E. Riggio, I. Chaleff, & J. Lipman-Blumen (Eds.), *The art of followership: How great followers create great leaders and organizations* (pp. 7–16). Jossey-Bass.
- Krejcie, R. V. and Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Lahat, M. A. and Marthanti, A. S. (2021). The effect of work engagement and work stress on job satisfaction and their impact on turnover intention of Gojek partners in Jakarta. *International Journal of Social and Management Studies*, 2(6), 40-50.
- Leung, C., Lucas, A., Brindley, P., Anderson, S., Park, J., Vergis, A. and Gillman, L. M. (2018). Followership: A review of the literature in healthcare and beyond. *Journal of Critical Care*, 46, 99-104. <https://doi.org/10.1016/j.jcrc.2018.05.001>.
- Loyola, M.S. and Aiswarya, B. (2023). Followership in Organisational Leadership Studies: A Systematic Literature Review. *Colombo Business Journal*, 4(1), 119-140. <https://doi.org/10.4038/cbj.v14i1.150>.
- Lussier, R. N. and Achua, C. F. (2022). *Leadership* (7th ed.). Sage.
- Luthans, F. (2011). *Organizational behaviour: An evidence-based approach* (12th ed.). McGraw-Hill.
- Martin, J. (2006). *Job satisfaction survey*. The University of Texas.
- New International Version. (2011). BibleGateway.com. <https://www.bible gateway.com/passage/>
- Northouse, P. G. (2019). *Leadership: Theory and practice* (8th ed.). Sage.
- Nyutu, E., Cobern, W. W. and Pleasants, B. A.-S. (2020). Correlational study of student perceptions of their undergraduate laboratory environment with respect to gender and major. *International Journal of Education in Mathematics, Science and Technology*, 9(1), 83-102. <https://doi.org/10.46328/ijemst.1182>.
- Oloko, M. and Ogutu, M. (2012). Influence of power distance on employee empowerment and MNC performance: A study of multinational corporations in Kenya. *Education Research Journal*, 2(2), 47-61.
- Ong, M. H. A. and Puteh, F. (2017). Quantitative data analysis: Choosing between SPSS, PLS, and AMOS in social science research. *International Interdisciplinary Journal of Scientific Research*, 3(1), 14-25.
- Othman, C. and Busari, A. H. (2024). Effect of followership style on organizational commitment: a partial least squares structural equation modelling (PLS-SEM) approach. *Educational Administration: Theory And Practice*, 30(4), 10076-10088, <https://doi.org/10.53555/kuey.v30i4.6178>.
- Oyetunji, C. O. (2013). The relationship between followership style and job performance in Botswana private universities. *International Education Studies*, 6(2), 179-187.
- Parker, S. K. (2007). 'That is my job': How employees role orientation affects their job performance. *Human Relations*. 2007; 60(3), 403–434.
- Peterson, C. J (2020). Nephi and Effective Followership. *Religious Educator*, 21 (2), 99–111.
- Plachy, R.J. and Smunt, T.L. (2022). Rethinking managership, leadership, followership, and partnership. *Business Horizons*, 65, 401-411.
- Ribbat, M., Nohe, C. and Hüffmeier, J. (2023). Followership styles scrutinized: Temporal consistency and relationships with job attitudes and self-efficacy. *PeerJ*, 11, e16135. <https://doi.org/10.7717/peerj.16135>.
- Robbins, S. P. and Judge, T.A. (2023). *Organizational Behavior* (19th ed.). Pearson
- Scandura, T. A. (2022). *Essentials of Organizational Behavior: An Evidence-Based Approach* (3rd ed.). Sage.
- Schindler, J. H. (2015). *Followership: What It Takes to Lead*. Business Expert Press.
- Schuder, K. L. (2017). Using Followership to develop new leadership in cultures with greater power distance. *Journal of Leadership Studies*, 10(3), 58-61. <https://doi.org/10.1002/jls.21495>.

- Sekaran, U. and Bougie, R. (2020). *Research methods for business: A skill-building approach* (7th ed.). Wiley.
- Spector, P. E. (2022). *Job Satisfaction*. Taylor & Francis.
- Swofford, M. (2023). The importance of job satisfaction. <https://www.charlesthern.edu/blog/the-importance-of-job-satisfaction/>.
- Thomas, G. (2023). *How to do your research project: A guide for students* (4th ed.). Sage.
- Tinuoye, A. T., Adamade, S. S. and Ogharanduku, V.I (2022). Leadership and followership in the context of trade unionism. In S.N. Khan (ed.), *Leadership and Followership in an Organizational Change Context* (72-81). IGI Global.
- Uhl-Bien, M., Riggio, R. E., Lowe, K. B. and Carsten, M. K. (2014). Followership theory: A review and research agenda. *The Leadership Quarterly*, 25(1), 83–104. <https://doi.org/10.1016/j.leaqua.2013.11.007>.
- Walia, A. M., Bansal, R. and Mittal, S. (2015). Relationship between leadership style and followership style. *International Journal of Advanced Research in Management and Social Sciences*, 4, 170-181.
- Wang, J. S. and Aronow, P. M. (2023). Listwise deletion in high dimensions. *Political Analysis*, 31(1), 149–155. <https://doi.org/10.1017/pan.2022.5>
- Weber, L. A., Bunin, J. and Hartzell, J. D. (2022). Building individual and organizational wellness through effective followership. *Journal of Healthcare Leadership*, 14, 47–53. <https://doi.org/10.2147/JHL.S357107>.
- Weisberg, M. and Dent, E. (2016). Meaning or money? Non-profit employee satisfaction. *Voluntary Sector Review*, 7(3), 293–313. <https://doi.org/10.1332/096278916x14767760873899>.
- Wittberg, P. (1993). Job satisfaction among lay, clergy and religious order workers for the catholic church: A preliminary investigation. *Review of Religious Research*, 35(1), 19–33. <https://doi.org/10.2307/3511058>.
- Ye, Z., Liu, H. and Gu, J. (2019). Relationships between conflicts and employee perceived job performance: Job satisfaction as mediator and collectivism as moderator. *International Journal of Conflict Management*, 30(5), 706–728. <https://doi.org/10.1108/IJCM-01-2019-0010>.
- Zigan, K., Héliot, Y. G. and Grys, A. L. (2024). Followership in British Christian churches: A comparative study. *Non-profit Management and Leadership*, 35(2), 273-306. <https://doi.org/10.1002/nml.21611>