

Application of the Commitment Anchoring Model (CAM) to Leadership Development and Team Resilience in Selected NGOs in Tanzania

Adam M. Charles^{1*} & Africanus C. Sarwatt²

¹Department of Arts and Social Sciences, The Mwalimu Nyerere Memorial Academy (MNMA), Tanzania

²Department of Rural Development and Regional Planning, Institute of Rural Development Planning, Tanzania

*Corresponding author: charlesadam.ac@gmail.com

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Abstract

This study examined the application of the Commitment Anchoring Model (CAM) in explaining leadership development and team resilience within selected non-governmental organisations (NGOs) in Tanzania. A convergent mixed-methods design was employed, involving 102 participants from four NGOs. Quantitative data were analysed using descriptive statistics, correlation, regression, and mediation analyses, while qualitative data from interviews and focus group discussions were analysed thematically. The findings revealed that Commitment Anchoring significantly predicts Leadership Development ($\beta = 0.65, p < 0.001$) and Team Resilience ($\beta = 0.58, p < 0.001$). Leadership Development also had a significant positive effect on Team Resilience ($\beta = 0.70, p < 0.001$) and partially mediated the relationship between Commitment Anchoring and Team Resilience. Qualitative findings corroborated these results, showing that value alignment, emotional engagement, organisational attachment, and purposeful action strengthen leadership effectiveness and enhance team adaptability. The study provides empirical support for the applicability of CAM in NGO settings and contributes to leadership and organisational resilience literature by demonstrating how commitment can be translated into resilient leadership and sustainable team performance. The findings offer practical insights for strengthening leadership capacity and organisational resilience in NGOs operating in dynamic environments.

Keywords: Commitment Anchoring Model, Leadership Development, Team Resilience, NGOs Tanzania, Organisational Commitment

Introduction

Currently, in an environment marked by rapid change, emotional strain, and ongoing uncertainty, effective leadership depends more than ever on the ability to build resilience at both individual and team levels. Modern organisations, especially NGOs working in complex and resource-limited contexts, need leadership approaches that go beyond technical skills. Emotional intelligence, adaptability, and strong relational commitment matter just as much. Recent research suggests that resilient leadership is not simply reactive; it is deliberately developed through structured approaches that align personal values with organisational goals (McEwen, 2022; Yu et al., 2022).

Non-governmental organisations (NGOs) have become central actors in addressing complex development challenges worldwide, complementing state institutions in areas such as poverty reduction, health, education, environmental conservation, humanitarian assistance, and governance. Globally, NGOs increasingly operate in environments characterised by financial uncertainty, growing accountability requirements, digital transformation, and frequent humanitarian and climate-related crises. These changing conditions require organisational leaders who are resilient, adaptive, and capable of sustaining employee commitment while responding effectively to dynamic stakeholder expectations. Consequently, leadership development and organisational resilience have become strategic priorities for NGOs seeking to maintain effectiveness and long-term sustainability (Yu et al., 2022; Walsh et al., 2024).

Across Sub-Saharan Africa, NGOs continue to play an important role in advancing socio-economic development and strengthening community resilience, often filling service delivery gaps where public institutions have limited capacity. However, the sector also faces persistent challenges, including unstable donor funding, increasing regulatory requirements, political uncertainty, competition for scarce resources, and constraints on civic space. In Tanzania, these challenges have become increasingly evident, requiring NGOs to strengthen internal leadership capacity and organisational commitment to sustain programme performance and institutional resilience (Nguyahambi, 2021; Kessy, 2025; Rugeiyamu & Nguyahambi, 2024). Although recent evidence suggests ongoing debate regarding the extent to which civic space has narrowed, there is broad agreement that NGOs must continuously adapt their leadership and organisational practices to operate effectively within an evolving governance environment (Nguyahambi & Rugeiyamu, 2025).

The Commitment Anchoring Model (CAM) offers a useful way to understand how leaders can strengthen relationships and improve team resilience by grounding commitment in shared values, emotional connection, and purposeful action. CAM argues that lasting organisational performance comes when individuals feel psychologically anchored to their roles and institutions, creating stability even in uncertain conditions (Charles et al., 2025). This view fits well with broader leadership research that highlights how thinking, emotion, and resilience interact to shape effective leadership behaviour (Jasubhai, 2025; Attah et al., 2024).

Leadership resilience is widely seen as essential for organisational adaptability and success. Resilient leaders tend to handle crises better, keep morale high, and encourage learning under pressure (Aouad et al., 2024; Paine & Prochnow, 2022). At the same time, team resilience, the shared ability to endure and recover from challenges, has been linked to better collaboration, innovation, and long-term sustainability (Brykman & King, 2021; Hartwig et al., 2020; Stoverink et al., 2020). Research also shows that shared leadership and

empowerment play a key role in strengthening resilience across organisations (Gichuhi, 2021; Grass et al., 2020).

Even with this growing body of work, there is still limited empirical evidence applying integrated models like CAM, especially in NGOs across Sub-Saharan Africa. Most studies focus on healthcare or corporate environments, leaving a gap in understanding how leadership resilience can be systematically developed in NGO contexts (Nzinga et al., 2021; Walsh et al., 2024). Also, while commitment and career anchoring have been studied in education, they haven't been fully connected to broader resilience frameworks (Win, 2020).

NGOs in Tanzania operate under constantly shifting conditions, unpredictable funding, regulatory changes, and diverse community needs. These realities demand leadership that is not only flexible but also deeply rooted in commitment and strong relationships. Yet, there is little context-specific research showing how structured models like CAM can support leadership and resilience in these organisations.

This study aims to fill that gap by using primary data from selected Tanzanian NGOs to test how CAM works in real settings. By combining theory with evidence, it contributes to both academic knowledge and practical leadership development. Specifically, it seeks to: (i) examine how commitment anchoring shapes leadership effectiveness, (ii) evaluate its impact on team resilience, and (iii) offer practical recommendations for NGO leaders in Tanzania. At its core, the study argues that turning commitment into practical leadership action is key to building organisations that can thrive in uncertain conditions.

Literature Review

Theoretical Review

This research is grounded in the Commitment Anchoring Model (CAM), which offers a structured way to understand how individual commitment leads to outcomes like leadership effectiveness and team resilience. CAM treats commitment not as a fixed state but as an ongoing process shaped by value alignment, emotional involvement, organizational attachment, and purposeful action. Together, these elements influence how people connect to their organization and how they behave at work (Charles et al., 2025).

The model builds on earlier ideas of organizational commitment and career anchoring, which stress the importance of aligning personal values with organizational goals (Win, 2020). Unlike traditional views that see commitment as an end result, CAM positions it as a starting point a driver of leadership growth and organizational resilience. This makes it especially relevant in uncertain and emotionally demanding environments, where psychological anchoring helps stabilize performance and guide decisions.

The study also draws from leadership resilience theory, which highlights adaptability, emotional intelligence, and flexible thinking as core leadership traits. Leadership is increasingly understood as a blend of emotional and rational capabilities, particularly in fast-changing environments (Jasubhai, 2025). At the same time, resilience theory suggests that teams and organizations can build the ability to absorb shocks and adapt through structured leadership and supportive systems (Fernandez et al., 2020; Aouad et al., 2024).

Together, these perspectives provide a strong base for examining how commitment anchoring shapes leadership behavior and team resilience in NGOs.

Empirical Review

Empirical studies consistently identify leadership resilience as a critical determinant of organisational effectiveness, particularly in environments characterised by uncertainty and rapid change. McEwen (2022) argues that resilient leaders are better able to manage crises, sustain employee motivation, and maintain organisational performance under pressure. Similarly, Yu et al. (2022), through a systematic review of leadership studies, found that resilience is positively associated with leadership effectiveness because it enables leaders to adapt to changing organisational demands while supporting employee well-being. These studies demonstrate that resilience is a key leadership competency; however, they primarily conceptualise resilience as an individual capability rather than examining the organisational factors that cultivate resilient leadership. The present study builds on this body of knowledge by investigating whether Commitment Anchoring functions as an organisational mechanism that strengthens leadership development within NGOs operating in challenging environments.

Previous research has also established that leadership plays a central role in developing team resilience. Brykman and King (2021) argue that resilient teams emerge when leaders facilitate learning, encourage resource sharing, and promote adaptive behaviours among team members. Likewise, Hartwig et al. (2020) and Stoverink et al. (2020) conceptualise team resilience as a collective capability developed through trust, collaboration, and shared learning rather than individual resilience alone. These studies collectively demonstrate that leadership significantly influences team adaptability and organisational sustainability. Nevertheless, they provide limited explanation of the psychological or organisational processes through which leadership behaviours are developed. This study extends this literature by examining Commitment Anchoring as an antecedent of leadership development and subsequently as a driver of team resilience within NGO settings.

The relationship between emotional intelligence and resilient leadership has also received considerable empirical attention. Attah et al. (2024) found that leaders with higher emotional intelligence are better equipped to manage workplace stress, support employees, and strengthen organisational relationships. Similarly, Paine and Prochnow (2022) reported that effective communication, empathy, and psychological support are essential leadership practices that enhance resilience during organisational disruptions. Together, these findings suggest that leadership effectiveness depends not only on technical competence but also on emotional and relational capabilities. These findings inform the present study by supporting the inclusion of emotional engagement as a key dimension of the Commitment Anchoring Model (CAM), thereby providing a theoretical basis for examining how emotional commitment contributes to leadership development and resilient teams.

Although leadership resilience has been widely investigated, existing empirical evidence has largely focused on healthcare systems and corporate organisations. For example, Nzinga et al. (2021) examined leadership development initiatives designed to strengthen resilience in health systems, while Walsh et al. (2024) explored leadership development during organisational uncertainty in workplace settings. Both studies provide important evidence that leadership development enhances organisational adaptability and resilience. However, NGOs differ substantially from healthcare and private-sector organisations in terms of governance structures, resource dependence, stakeholder expectations, and operational environments. Consequently, the present study responds to this contextual limitation by examining the applicability of the

Commitment Anchoring Model within Tanzanian NGOs, thereby extending resilience research to a sector that remains underrepresented in the literature.

Recent scholarship further highlights that NGOs operate within increasingly complex institutional and governance environments, particularly in developing countries. Nguyahambi (2021) observes that civil society organisations in Tanzania have experienced significant changes in their operational environment due to evolving political and governance dynamics, requiring NGOs to adopt more adaptive leadership approaches. Similarly, Rugeiyamu and Nguyahambi (2024) found that changes in civic space significantly influence the operational effectiveness of advocacy NGOs by affecting organisational autonomy, stakeholder engagement, and advocacy strategies. While Nguyahambi and Rugeiyamu (2025) argue that perceptions regarding civic space remain contested, they acknowledge that NGOs continue to operate within an environment that requires organisational flexibility and strong institutional leadership. Furthermore, Kessy (2025) identifies financial sustainability, governance challenges, leadership capacity, organisational conflicts, and resource constraints as major challenges confronting nonprofit organisations in Tanzania. Collectively, these studies demonstrate that Tanzanian NGOs require resilient leadership capable of sustaining organisational commitment despite changing institutional conditions. However, none of these studies empirically examine Commitment Anchoring as a framework for enhancing leadership development and team resilience. The present study therefore addresses this empirical gap by testing the applicability of the Commitment Anchoring Model in selected NGOs in Tanzania.

While commitment and leadership have been examined independently in previous studies, few researchers have integrated commitment, leadership development, and team resilience within a single analytical framework. Win (2020) examined the relationship between career anchors and organisational commitment among teachers and found that alignment between individual values and organisational goals strengthens commitment. Although this study provides evidence that value congruence influences organisational commitment, it does not investigate how commitment translates into leadership behaviours or organisational resilience. Similarly, Charles et al. (2025) introduced the Commitment Anchoring Model as a theoretical framework for strengthening organisational relationships through value alignment, emotional engagement, organisational attachment, and purposeful action. However, empirical validation of the model remains limited, particularly within NGO contexts. Accordingly, the present study contributes to the literature by empirically testing the Commitment Anchoring Model and examining whether leadership development mediates the relationship between commitment anchoring and team resilience in Tanzanian NGOs.

Overall, the reviewed empirical literature demonstrates strong evidence that leadership resilience, emotional intelligence, organisational commitment, and team resilience contribute to organisational effectiveness. Nevertheless, previous studies have predominantly examined these constructs separately, concentrated on healthcare and corporate settings, or overlooked the unique institutional realities of NGOs in Sub-Saharan Africa. The present study addresses these gaps by integrating Commitment Anchoring, leadership development, and team resilience into a single analytical framework and empirically testing their relationships within selected NGOs in Tanzania. This contribution advances both the empirical understanding of resilient leadership and the practical application of the Commitment Anchoring Model in nonprofit organisations.

Conceptual Framework

This study is guided by the Commitment Anchoring Model (CAM) proposed by Charles et al. (2025), which provides the theoretical foundation for explaining how commitment influences leadership development and team resilience. The model conceptualises commitment as a multidimensional construct comprising value alignment, emotional engagement, organisational attachment, and purposeful action. These dimensions are expected to shape leadership capabilities, which in turn enhance the ability of teams to adapt, collaborate, recover from adversity, and sustain organisational performance. Based on this theoretical reasoning and evidence from previous empirical studies (Brykman & King, 2021; Hartwig et al., 2020; Yu et al., 2022), this study conceptualises leadership development as the mechanism through which commitment anchoring strengthens team resilience. The proposed relationships are illustrated in Figure 1.

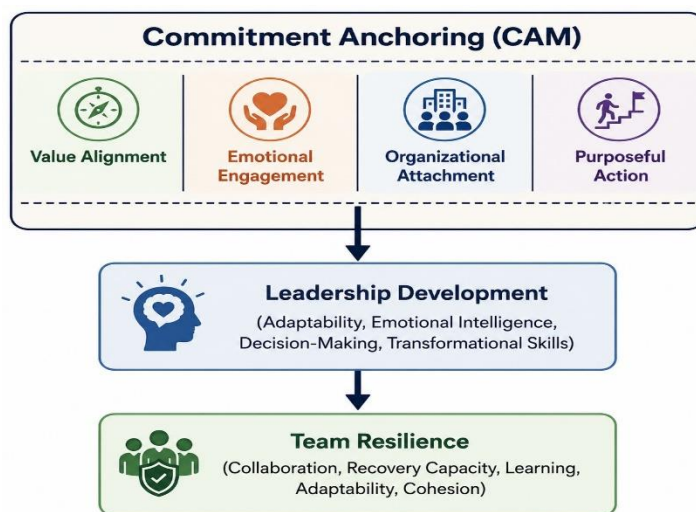


Figure 1: Conceptual Framework for Commitment Anchoring, Leadership Development, and Team Resilience

Methodology

Research Design

The study used a mixed-methods approach, combining quantitative and qualitative techniques to fully explore how CAM affects leadership and team resilience. This approach fits well with leadership research, where blending numerical data with lived experiences provides richer insights (Yu et al., 2022; Brykman & King, 2021). A convergent parallel design was applied, data were collected at the same time, analysed separately, then brought together during interpretation.

Study Area and Target Population

The study was conducted in Tanzania and focused on four registered NGOs: Tanzania Coalition Against Child Labour (TCACL), New Hope New Winners Foundation (NHNW), Afya Yangu Foundation (AFY), and Capacity Building and Education Link (CBEL). Tanzania was selected because its NGO sector plays a vital role in national development while operating in an increasingly complex environment characterised by funding uncertainties, evolving regulatory frameworks, and changing civic space (Nguyahambi, 2021;

Rugeiyamu & Nguyahambi, 2024; Kessy, 2025). These conditions make the country an appropriate setting for examining how commitment anchoring contributes to leadership development and team resilience.

The selected NGOs were purposively chosen because they operate in diverse sectors, including child protection, health, education, and community development, and have established organisational structures with active leadership and programme implementation systems. Their experience in managing donor-funded and community-based programmes provides an appropriate context for assessing leadership and team resilience.

The target population comprised executive directors, senior managers, programme coordinators, project officers, and other employees directly involved in programme implementation. These participants were selected because they are responsible for organisational decision-making, team coordination, and service delivery, enabling them to provide informed perspectives on commitment anchoring, leadership development, and team resilience.

Sampling Techniques and Sample Size

Both purposive and stratified sampling were used. Purposive sampling ensured participants had relevant experience, while stratified sampling provided representation across organisational levels. A sample size of 102 respondents was selected across the four NGOs, distributed based on staff size. Key informants, including executive directors and senior managers, were also selected for detailed interviews.

Data Collection Methods

Data were collected through multiple tools. Structured questionnaires gathered quantitative data on leadership, commitment anchoring, and resilience, using Likert-scale items adapted from existing studies (Hartwig et al., 2020; McEwen, 2022). Semi-structured interviews provided deeper insights into leadership experiences and challenges, while focus group discussions explored shared perspectives on teamwork and resilience. Secondary data from reports, policy documents, and literature helped support and validate findings.

Variables and Measurement

The main independent variable was commitment anchoring, measured through value alignment, emotional engagement, and organisational attachment (Charles et al., 2025). The dependent variables were leadership development, covering decision-making, adaptability, and emotional intelligence, and team resilience, including recovery, collaboration, and learning capacity. Measurement items were adapted from established scales (Stoverink et al., 2020; Attah et al., 2024).

Data Analysis

Quantitative data were analysed using descriptive and inferential statistics through tools like SPSS or STATA. Techniques included descriptive statistics, correlation, and regression analysis. Qualitative data from interviews and focus groups were examined using thematic analysis, focusing on patterns related to commitment and resilience.

Validity and Reliability

To ensure quality, the study aligned instruments with established theory, ensuring content validity. Reliability was tested using Cronbach's alpha, confirming internal consistency. Using multiple data sources, questionnaires, interviews, and focus groups, also strengthened credibility (Walsh et al., 2024).

Ethical Considerations

The study followed standard ethical practices. Participants gave informed consent, and confidentiality was maintained. Participation was voluntary, and individuals could withdraw at any time. Permission was obtained from all organizations involved.

Limitations of the Study

Limitations included restricted generalizability due to the focus on a few NGOs, possible bias in self-reported data, and constraints related to time and resources.

Findings

Response Rate and Demographic Characteristics

A total of 120 questionnaires were distributed across the four selected NGOs, including Tanzania Coalition Against Child Labour (TCACL), New Hope New Winners Foundation (NHNW), Afya Yangu Foundation (AFY), and Capacity Building and Education Link (CBEL). Out of these, 102 completed questionnaires were returned, yielding a response rate of 85%, which is considered adequate for statistical analysis and generalisation within the study context.

The demographic distribution of respondents ensured representation across organisational levels. Senior managers constituted 18% of respondents, project coordinators accounted for 32%, and general staff represented 50%. In terms of work experience, 56% of respondents had served in their organisations for more than three years, suggesting that most participants possessed sufficient organisational knowledge and experience to provide reliable responses regarding leadership practices and team dynamics.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency (n=102)	Percentage (%)
Position	Senior Management	18	18%
	Project Coordinators	33	32%
	General Staff	51	50%
Work Experience	< 3 years	45	44%
	≥ 3 years	57	56%

Table 1 presents the demographic profile of the respondents. The findings indicate that half of the participants (50%) were general staff, while project coordinators (32%) and senior managers (18%) were also adequately represented. This distribution ensured that perspectives were obtained from different organisational levels, thereby providing a comprehensive understanding of leadership development and team resilience within the selected NGOs. Furthermore, 56% of respondents had worked in their organisations for three years or more, suggesting that the majority possessed sufficient organisational

experience to provide informed and reliable responses regarding commitment anchoring, leadership practices, and team resilience.

Reliability and Validity Analysis

Reliability analysis was conducted to assess the internal consistency of the measurement scales used in the study. Furthermore, validity test was carried out to determine whether the multiple linear regression models were fit for quantitative data analysis.

Table 2: Reliability Statistics

Variable	Number of Items	Cronbach's Alpha
Commitment Anchoring	12	0.87
Leadership Development	10	0.84
Team Resilience	10	0.88

Table 2 demonstrates that all study constructs achieved Cronbach's alpha coefficients above the recommended threshold of 0.70, indicating satisfactory internal consistency of the measurement scales. Commitment Anchoring recorded the highest reliability ($\alpha = 0.87$), followed by Team Resilience ($\alpha = 0.88$) and Leadership Development ($\alpha = 0.84$). These findings confirm that the questionnaire items consistently measured their respective constructs and were therefore suitable for subsequent statistical analyses.

Table 3: Tests of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Commitment Anchoring	0.968	102	0.622
Leadership Development	0.974	102	0.164
Team Resilience	0.977	102	0.473
CA index value	0.930	102	0.215

Table 3 presents the results of the Shapiro–Wilk normality test. Since all significance values exceeded the threshold of 0.05, the null hypothesis of normal distribution was not rejected for any of the study variables. This indicates that the data satisfied the normality assumption required for parametric analyses, including Pearson correlation and multiple linear regression. Consequently, the dataset was considered appropriate for inferential statistical analysis.

Descriptive Statistics

Descriptive statistics were used to assess the general trends in respondents' perceptions of commitment anchoring, leadership development, and team resilience as shown in Table 4.

Table 4: Descriptive Statistics

Variable	Mean (M)	Standard Deviation (SD)
Commitment Anchoring	4.12	0.56
Leadership Development	3.98	0.61
Team Resilience	4.05	0.58

Table 4 shows that respondents generally reported high levels of Commitment Anchoring ($M = 4.12$), Team Resilience ($M = 4.05$), and Leadership Development ($M = 3.98$). The relatively small standard deviations indicate limited variability in respondents' perceptions, suggesting broad agreement across the sampled NGOs. These findings imply that the participating organisations generally exhibit strong organisational commitment, effective leadership practices, and resilient teams, thereby providing an appropriate context for examining the relationships proposed in the Commitment Anchoring Model.

Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among the study variables. The results reveal strong positive correlations between all variables as indicated in Table 5.

Table 5: Correlation Matrix

Variables	1	2	3
1. Commitment Anchoring	1		
2. Leadership Development	0.68**	1	
3. Team Resilience	0.64**	0.72**	1

Table 5 indicates statistically significant positive relationships among all study variables. Commitment Anchoring was strongly associated with Leadership Development ($r = 0.68$, $p < 0.01$), while Leadership Development exhibited the strongest relationship with Team Resilience ($r = 0.72$, $p < 0.01$). Commitment Anchoring also demonstrated a substantial positive correlation with Team Resilience ($r = 0.64$, $p < 0.01$). These findings suggest that higher levels of organisational commitment are associated with stronger leadership capabilities and more resilient teams, thereby providing preliminary support for the proposed conceptual framework.

Regression Analysis

Regression analysis was conducted to test the predictive relationships among the variables. The first model examined the effect of Commitment Anchoring on Leadership Development as shown in Table 6.

Table 6: Regression Results

Model	Independent Variable	Dependent Variable	β	R^2	p-value
1	Commitment Anchoring	Leadership Development	0.65	0.42	<0.001
2	Leadership Development	Team Resilience	0.70	0.49	<0.001
3	Commitment Anchoring	Team Resilience	0.58	0.38	<0.001

Table 6 presents the regression results testing the hypothesised relationships among the study variables. The findings reveal that Commitment Anchoring significantly predicts Leadership Development ($\beta = 0.65$, $p < 0.001$), accounting for 42% of the variation in leadership development. Leadership Development also significantly predicts Team Resilience ($\beta = 0.70$, $p < 0.001$), explaining 49% of the variation in resilience. Furthermore, Commitment Anchoring has a significant direct effect on Team Resilience ($\beta = 0.58$, $p < 0.001$). Collectively, these findings provide strong empirical support for the study hypotheses and demonstrate that commitment anchoring plays an important role in strengthening both leadership development and organisational resilience.

Mediation Analysis

To examine whether Leadership Development mediates the relationship between Commitment Anchoring and Team Resilience, a regression-based mediation analysis was conducted following the widely accepted procedure proposed by Baron and Kenny (1986), complemented by a bootstrapping approach to test the significance of indirect effects.

First, the direct relationship between Commitment Anchoring (CA) and Team Resilience (TR) was tested (Path c). The results showed a significant positive effect ($\beta = 0.58$, $p < 0.001$), confirming that commitment anchoring predicts team resilience.

Second, the effect of Commitment Anchoring on the mediator, Leadership Development (LD), was examined (Path a). The analysis indicated a significant relationship ($\beta = 0.65$, $p < 0.001$), demonstrating that higher levels of commitment anchoring are associated with enhanced leadership development.

Third, the effect of Leadership Development on Team Resilience was tested while controlling for Commitment Anchoring (Path b). The results revealed that Leadership Development significantly predicts Team Resilience ($\beta = 0.55$, $p < 0.001$).

Finally, when Leadership Development was included in the model, the direct effect of Commitment Anchoring on Team Resilience (Path c') decreased from $\beta = 0.58$ to $\beta = 0.27$ but remained statistically significant ($p < 0.01$). This reduction indicates that Leadership Development partially mediates the relationship between Commitment Anchoring and Team Resilience.

To confirm the mediation effect, a bootstrapping test (5,000 resamples) was conducted. The indirect effect ($a \times b = 0.65 \times 0.55 = 0.36$) was significant, with a 95% confidence interval that did not include zero (CI [0.22, 0.51]). This provides robust evidence of mediation.

Table 7: Mediation Analysis Results

Path	Relationship	β	p-value	Interpretation
a	CA $\rightarrow$ LD	0.65	<0.001	Significant
b	LD $\rightarrow$ TR (controlling CA)	0.55	<0.001	Significant
c	CA $\rightarrow$ TR (total effect)	0.58	<0.001	Significant
c'	CA $\rightarrow$ TR (direct effect with mediator)	0.27	<0.01	Reduced but significant
a x b	Indirect effect	0.36	—	Significant (Bootstrapped CI)

These findings indicate that while Commitment Anchoring directly influences Team Resilience, a substantial portion of this effect operates through Leadership Development. This supports the conceptual framework, which positions leadership development as a key mechanism linking commitment to resilience outcomes.

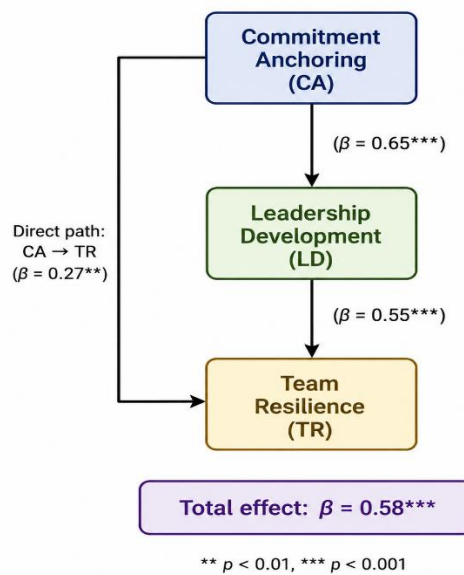


Figure 2: Mediation Model with Standardized Coefficients

Table 7 and Figure 2 presents the mediation analysis examining the role of Leadership Development in the relationship between Commitment Anchoring and Team Resilience. The findings show that Commitment Anchoring significantly influences Leadership Development, which in turn significantly predicts Team Resilience. Although the direct effect of Commitment Anchoring on Team Resilience remained statistically significant after introducing Leadership Development into the model, its magnitude decreased substantially, indicating partial mediation. The statistically significant bootstrapped indirect effect further confirms that Leadership Development serves as an important mechanism through which Commitment Anchoring enhances Team Resilience. These findings validate the proposed conceptual framework and provide empirical support for the mediating role of leadership development

Qualitative Findings

Qualitative data from semi-structured interviews and focus group discussions provided deeper insights into how Commitment Anchoring influences leadership and team resilience within the selected NGOs. A total of 12 key informants (coded as KI1–KI12) and 4 focus groups were engaged. Thematic analysis resulted in three major themes, supported by verbatim participant quotations.

Theme 1: Commitment Anchoring as a Driver of Leadership Behaviour

Participants consistently emphasised that leaders who are strongly aligned with organisational values demonstrate higher levels of accountability, consistency, and adaptability. Commitment was described not merely as loyalty but as a guiding force shaping leadership actions.

“When leaders truly believe in the mission of the organisation, they don’t just manage, they inspire others to stay focused even during difficult times.” (KI7)

“Our director leads by example because she is deeply committed to what we do. That commitment influences how the rest of us perform.” (FGD2)

These findings suggest that value alignment and organisational attachment enhance leadership authenticity and effectiveness.

Theme 2: Emotional Engagement Enhances Team Cohesion

Emotional engagement emerged as a critical factor in building trust and collaboration within teams. Participants noted that leaders who connect emotionally with their teams create supportive work environments that enhance resilience.

“A leader who understands your challenges and listens to you makes you feel part of the organisation. That makes us work better as a team.” (KI2)

“Even when things are tough, we support each other because our leaders encourage open communication and teamwork.” (FGD1)

These responses highlight the role of emotional intelligence in strengthening interpersonal relationships and fostering collective resilience.

Theme 3: Purposeful Action Strengthens Team Resilience

Participants emphasised that a clear sense of purpose enables teams to remain focused, proactive, and resilient in the face of challenges. Purposeful action was linked to motivation, innovation, and persistence.

“We face many challenges, especially with funding, but knowing the impact of our work keeps us going.” (KI1)

“When everyone understands the goal, even setbacks become learning opportunities rather than failures.” (FGD3)

These findings demonstrate that purposeful action transforms commitment into tangible behaviours that enhance team adaptability and recovery capacity. Overall, the qualitative findings reinforce the quantitative results by illustrating how commitment anchoring operates in practice. Leaders who are aligned with organisational values, emotionally engaged, and purpose-driven are more effective in fostering cohesive and resilient teams. The integration of these insights strengthens the validity of the study and confirms the applicability of the Commitment Anchoring Model (CAM) within NGOs in Tanzania.

Discussion

This study set out to examine how the Commitment Anchoring Model (CAM) influences leadership development and team resilience within selected NGOs in Tanzania. The findings provide strong empirical support for the proposed relationships and offer important theoretical and practical insights.

Commitment Anchoring and Leadership Development

The results revealed that Commitment Anchoring significantly influences Leadership Development ($\beta = 0.65$, $p < 0.001$). This finding suggests that when employees are aligned with organisational values, emotionally engaged, and purpose-driven, they are more likely to exhibit effective leadership behaviours such as adaptability, emotional intelligence, and strategic decision-making.

This result is consistent with the CAM proposition that commitment acts as a foundational driver of leadership capacity (Charles et al., 2025). It also aligns with broader leadership literature emphasising that effective leadership is rooted not only in technical competence but also in psychological and emotional alignment (Jasubhai, 2025). Similarly, studies by McEwen (2022) and Yu et al. (2022) highlight that resilient leadership emerges from internal commitment structures that enable leaders to navigate uncertainty and inspire others.

In the context of NGOs in Tanzania, where leaders often operate under resource constraints and complex social demands, commitment anchoring appears to provide a stabilising force that enhances leadership effectiveness.

Leadership Development and Team Resilience

The findings further demonstrated that Leadership Development has a strong positive effect on Team Resilience ($\beta = 0.70$, $p < 0.001$). This indicates that teams led by capable and adaptive leaders are better able to withstand challenges, recover from setbacks, and maintain performance.

This finding is consistent with existing empirical studies, which identify leadership as a critical determinant of team resilience (Brykman & King, 2021; Hartwig et al., 2020). Leaders play a central role in fostering collaboration, promoting learning, and creating supportive environments that enable teams to adapt effectively (Stoverink et al., 2020).

The qualitative findings further support this relationship, with participants emphasising the importance of emotionally engaged leadership in building trust and cohesion. This aligns with Attah et al. (2024), who argue that emotional intelligence is a key mechanism through which leaders enhance team resilience.

Direct Effect of Commitment Anchoring on Team Resilience

The study also found that Commitment Anchoring directly influences Team Resilience ($\beta = 0.58$, $p < 0.001$). This suggests that even in the absence of formal leadership structures, committed employees contribute to team resilience through proactive behaviour, shared responsibility, and collective problem-solving.

This finding extends previous research by demonstrating that commitment is not only a precursor to leadership but also an independent driver of resilience. It supports the notion that psychologically anchored employees are more likely to remain engaged, collaborative, and adaptable during challenging situations (Win, 2020).

In NGO settings, where teamwork and collective action are essential, this direct effect underscores the importance of fostering commitment at all organisational levels, not just among leaders.

Mediating Role of Leadership Development

One of the key contributions of this study is the identification of Leadership Development as a partial mediator in the relationship between Commitment Anchoring and Team Resilience. The mediation analysis showed that while commitment anchoring has a direct effect on team resilience, a substantial portion of this effect is transmitted through leadership development.

This finding provides empirical validation for the conceptual framework and supports the argument that leadership serves as a critical mechanism through which commitment is translated into organisational outcomes. It aligns with resilience frameworks that emphasise the role of leadership in shaping team dynamics and adaptive capacity (Fernandez et al., 2020; Aouad et al., 2024).

The partial mediation also suggests that commitment anchoring influences resilience both directly and indirectly, highlighting its multifaceted role in organisational performance.

Integration of Quantitative and Qualitative Findings

The integration of quantitative and qualitative findings strengthens the overall conclusions of the study. While statistical results established significant relationships among variables, qualitative insights provided contextual explanations of how these relationships operate in practice.

For instance, participants highlighted that leaders who are deeply committed to organisational goals tend to inspire trust, foster collaboration, and encourage proactive behaviour among team members. These insights illustrate the practical manifestation of CAM dimensions value alignment, emotional engagement, organisational attachment, and purposeful action.

This convergence of findings enhances the validity of the study and demonstrates the applicability of CAM in real-world organisational settings.

Implications for Theory and Practice

The findings of this study offer important implications for both theory and practice by advancing understanding of how commitment anchoring interacts with leadership development and team resilience within organisational settings. From a theoretical perspective, the study extends the application of the Commitment Anchoring Model (CAM) beyond its original conceptualisation by empirically validating it within the context of NGOs in Sub-Saharan Africa. While prior studies have often examined commitment, leadership, and resilience as separate constructs, this study integrates them into a unified framework, demonstrating how commitment anchoring serves as a foundational mechanism that shapes leadership behaviours and, ultimately, team resilience outcomes. In particular, the identification of leadership development as a partial mediator provides a nuanced understanding of the pathways through which commitment influences organisational performance. This contributes to existing literature by bridging gaps between organisational commitment theory, leadership development models, and resilience theory, thereby offering a more holistic explanation of organisational dynamics in complex environments.

From a practical perspective, the findings highlight the critical importance of fostering commitment within organisations as a strategic approach to enhancing leadership effectiveness and team resilience. For NGOs operating in Tanzania, including Tanzania Coalition Against Child Labour, New Hope New Winners Foundation, Afya Yangu Foundation, and Capacity Building and Education Link, the results suggest that strengthening value alignment, promoting emotional engagement, and encouraging purposeful action can significantly improve organisational performance. Leaders in these organisations should prioritise creating environments where employees feel connected to the mission and motivated to contribute meaningfully. Additionally, investing in structured leadership development programs, particularly those that enhance emotional intelligence, adaptability, and decision-making, can serve as a key mechanism for translating

commitment into tangible outcomes such as improved team cohesion and resilience. Ultimately, the study underscores that building resilient organisations requires not only technical interventions but also deliberate efforts to anchor commitment at all levels of the organisation.

Conclusion

This study investigated the applicability of the Commitment Anchoring Model (CAM) in explaining leadership development and team resilience within selected non-governmental organisations in Tanzania. The findings provide strong empirical evidence that commitment anchoring serves as a significant organisational mechanism for strengthening leadership capabilities and enhancing team resilience. Specifically, the results demonstrate that employees whose values are aligned with organisational goals and who exhibit strong emotional engagement and organisational attachment are more likely to contribute to effective leadership and resilient teams. The mediation analysis further revealed that leadership development partially explains the relationship between commitment anchoring and team resilience, indicating that commitment strengthens organisational resilience both directly and indirectly through the development of effective leadership.

By integrating quantitative and qualitative evidence, the study extends the application of the Commitment Anchoring Model beyond its original conceptualisation and demonstrates its relevance within the NGO sector in Tanzania. The findings contribute to the growing literature on organisational commitment, leadership development, and resilience by providing empirical support for an integrated framework that links these constructs within a single explanatory model. In practical terms, the study highlights that building resilient organisations requires deliberate investment not only in leadership competencies but also in organisational practices that cultivate commitment, shared purpose, and strong interpersonal relationships. These findings therefore provide a useful foundation for strengthening leadership and organisational effectiveness in NGOs operating under increasingly complex and uncertain conditions.

Recommendations

Based on the findings, two major recommendations were proposed. First, NGOs and organisations should institutionalise the principles of the Commitment Anchoring Model within their leadership and human resource management practices. This can be achieved by promoting value alignment, strengthening employees' emotional engagement with organisational goals, and creating opportunities for meaningful participation in decision-making. Second, NGOs and organisations supporting the sector should prioritise continuous leadership development programmes that build adaptive leadership competencies alongside technical management skills. Such programmes should emphasise emotional intelligence, strategic decision-making, team collaboration, and resilience-building to enable leaders to respond effectively to organisational uncertainty and changing operational environments. Strengthening leadership capacity in this way will enhance organisations' ability to sustain performance, adapt to emerging challenges, and achieve long-term organisational resilience.

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