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RESEARCH METHODS

IMPACT OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION

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Abstract

The leadership of non-profits has a major impact on the atmosphere that inspires volunteers. There is more to being an administrative executive when you run a nonprofit. Its purpose is to inspire and guide those who are ambitious and self-motivated. Leaders and managers in the nonprofit sector may influence employee engagement, retention, work happiness, and performance via their leadership style. This study aims to fill a critical knowledge gap by investigating the effects of various leadership styles on employee motivation in nonprofits. Although research on the effect of leadership on motivation is abundant in for-profit organizations, nonprofits need a different style of leadership due to their specific problems and incentive systems. An organization's leadership has a critical role to play in encouraging intrinsic as well as extrinsic motivation. Creating a welcoming and inclusive work environment, recognizing and rewarding employees for their contributions, and encouraging them to grow professionally are all examples of what is known as "motivational leadership" in the nonprofit sector. A systematic, closed-ended questionnaire that was supported by a computer was used to collect data from thirty respondents. To give unbiased information on the prevalence and effect of transformational, servant, and democratic leadership styles, quantitative data was descriptively evaluated. Important ethical issues were protecting participants' privacy and getting their informed consent. While the method did have some flaws a small sample size and the fact that the questions were closed-ended it did provide uniformity and clarity in the end.

This research also emphasizes the significance of people management in change management, demonstrating that investment in talent management is closely correlated with the effectiveness of change initiatives. These findings have substantial ramifications for the formulation of change strategies and the comprehension of organizations. Additionally, the data does not support the claim that transformational leadership significantly aids in the process of change

management. Servant leadership also increases organizational citizenship behaviours and motivation because it creates a culture of trust and compassion. But if the leadership is too relaxed and hands-off, it may lead to operational messes and low morale. To excite personnel, executives in NPOs should be engaged and focused on the purpose. Transactional leadership works well in the short term but has hidden emotional costs. Democratic leadership boosts morale and creativity, but it can also hurt efficiency.

Table of Contents

RESEARCH METHODS	3
IMPACT OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION	3
AI Acknowledgment.....	3
Description of AI Usage.....	3
Evidence of AI Usage.....	3
Additional Evidence:	4
Additional Evidence:	4
Abstract	6
Chapter 1: Introduction.....	11
1.1 Background	11
1.2 Research Aim and Objectives	12
1.3 Research Questions	12
1.4 Rationale and Significance of the Study	12
1.5 Scope and Delimitations	13
1.6 Structure of the Dissertation	14
1.7 Summary	15
Chapter 2: Literature Review	15
2.1 Introduction	15
2.2 The concepts	15
2.2.1 Non-Profit Organizations: Characteristics and Challenges	15
2.2.2 The Concept of Employee Motivation	16
2.3 Theoretical Frameworks of Motivation	17
2.3.1 Maslow’s Hierarchy of Needs.....	18
2.3.2 Herzberg’s Two-Factor Theory	18
2.3.3 Vroom’s Expectancy Theory.....	19
2.3.4 McGregor’s Theory X and Theory Y	20
2.4 Overview of Leadership Styles in Non-Profit Organizations	21
2.4.1 Transformational Leadership	21
2.4.2 Servant Leadership	21
2.4.3 Democratic Leadership	22
2.4.4 Transactional Leadership	22
2.5 Leadership as a Motivational Catalyst in Non-Profits.....	23
2.6 The Interrelationship between Leadership and Motivation.....	24
2.6.1 Leadership as a Motivational Catalyst.....	24
2.6.2 Transformational Leadership and Intrinsic Motivation.....	24
2.6.3 Transactional Leadership and Conditional Motivation	25
2.6.4 Autocratic and Laissez-Faire Leadership: Demotivating Extremes.....	25
2.6.5 Servant and Democratic Leadership: Empowerment and Engagement	26
2.6.6 Mediating and Moderating Variables	26

2.6.7 Empirical Evidence across Industries	26
2.6.8 Summary of Key Relationships	27
2.7 Sectoral and Contextual Influences	27
2.7.1 Organizational Culture and Structure.....	27
2.7.2 National and Cultural Influences.....	28
2.8 Gaps and Contradictions in Non-Profit Leadership Literature	29
2.9 Summary	29
Chapter 3: Methodology	29
3.1 Introduction	29
3.2 Research Philosophy	30
3.2 Research Philosophy	30
3.3 Research Approach	31
3.4 Research Design	31
3.5 Data Collection Methods and Sampling Technique	32
3.6 Data Analysis Technique	33
3.7 Ethical Considerations	34
3.8 Limitations of Methodology.....	34
3.9 Chapter Summary	35
4.2. Research Findings from Survey	35
4.2.1. Introduction.....	35
4.2.2. Survey Result Analysis	35
4.3 Thematic Analysis.....	43
4.3.1 Theme 1: The motivational strength of transformational leadership in non-profits	43
4.3.2 Theme 2: Servant leadership as a values-aligned approach	45
4.3.3 Theme 3: Democratic leadership and participative engagement	46
4.3.4 Theme 4: Transactional leadership in operational non-profit functions	47
4.3.5 Theme 5: The demotivating effects of autocratic and laissez-faire leadership	48
4.3.6 Theme 6: Contextual mediators such as mission, resources, and volunteerism.....	49
4.3.7 Theme 7: Adaptive leadership and hybrid models in modern non-profits	50
4.4. Connect the results with the Research Objectives.....	51
4.5. Conclusion.....	53
Chapter 5: Discussion and Interpretation.....	55
5.1 Discussion	55
5.2 Interpretation.....	59
5.2.1 Challenges in Leadership and Motivation in Non-Profit Organizations.....	59
5.2.2 Existing Leadership approaches for Motivation in Non-Profit Organizations.....	62
5.3. Link between Research Findings and Literature Review.....	64
5.3 Conclusion	65
Chapter 6: Conclusion and Recommendations	65
6.1 Introduction	65
6.2 Summary of the Study.....	66
6.3 Key Findings.....	67
6.4 Theoretical Implications	67

6.5 Practical Implications	68
6.6 Limitations of the Study.....	68
6.7 Recommendations for Future Research	69
6.8 Final Reflection.....	73
Reference list	75

Chapter 1: Introduction

1.1 Background

Non-profit organizations (NPOs) are very important when it comes to the problems that society has to deal with. They work on ending poverty, making sure everyone has access to healthcare and education, protecting human rights, and protecting the environment. The devotion and enthusiasm of the staff and volunteers to reach their goals is a big part of how well these groups work. Not-for-profit organizations provide competitive wages and financial incentives similar to commercial firms. Instead, they employ rewards that don't cost money. They might be anything from personal satisfaction to making a difference in the community to aligning with your values. Good leaders help their teams deal with not having enough resources, feeling emotionally drained, and having too much work to do. A lot of people who work for non-profits know these problems all too well (Aboramadan and Dahleez, 2020).

In a similar vein, motivational theories have attempted to clarify what drives people to work. It would be interesting to study how these two areas overlap, especially in the context of nonprofits, where conventional incentives may not be present. There is a gap in our understanding of how these dynamics play out in mission-driven, resource-constrained organizations as most leadership research has been conducted in for-profit settings (Aboramadan et al. 2022). Motivating people to accomplish organizational objectives is vital for non-profits since they rely heavily on the work of dedicated volunteers and maybe underpaid professionals. Therefore, studying how leadership affects motivation in nonprofits is both timely and crucial. (Afsar and Umrani, 2020).

Leadership styles are the ways that leaders behave to lead, inspire, and influence others. Leaders may use transformational, servant, democratic, or transactional styles to either motivate their workforce or push them into a tired and disempowered swamp (Ahmed, 2021). Leadership theories from the past, along with motivation models, may also help us understand how people perform and are motivated at work. However, the majority of these theories were developed inside corporate contexts

and need reinterpretation for the non-profit sector, where organizational purpose often supersedes profit as the primary motivator (Aboramadan and Kundi, 2020).

In my dissertation, I'd want to look at how different types of leadership affect employee engagement, with a focus on nonprofits. Through analyzing primary sources and synthesizing empirical literature, this study seeks to shed light on how different leadership styles affect motivating outcomes and provide practical solutions for leaders in non-profit settings to inspire their staff.

1.2 Research Aim and Objectives

Aim:

Purpose of this primary research study is to analyze effect of different leadership styles upon motivation of nonprofit employees.

Objectives:

- To investigate and characterize essential leadership styles applicable to charitable organizations.
- In order to assess the data on the effects of different leadership styles on employee motivation in conservation organizations.
- To propose leadership strategies for enhancing motivation in non-profit settings.

1.3 Research Questions

1. How would you characterize the most common types of leadership in the nonprofit sector?
2. In nonprofits, how do various leadership styles affect the level of intrinsic motivation among workers?
3. Which kind of leadership are most effective in inspiring and involving nonprofit workers?

1.4 Rationale and Significance of the Study

The most important thing for a business or organization to do well is to have a clear aim. A lot of young firms have trouble staying on track because they don't have a

clear goal. Setting objectives for your business provides a number of benefits. They will operate as behavioral incentives, set performance standards, direct employee behavior and efforts, justify the company's activities and ongoing existence, and impose constraints on the pursuit of trivial objectives (Akingbola et al. 2023). They set the desired results and provide employees direction on what to do and what not to do. These objectives spell out what they want to do, what they want to achieve, and what they want to happen by a given date.

The concept of motivation has a pivotal position throughout the global psychological community. These choices are especially crucial at work. When someone is extremely driven, they work more. Sometimes, things like their compensation, the benefits of their work, or whether a management praises or recognizes them motivate them (Al Harbi et al. 2019). Not having any motivation might be just as dangerous as having too much drive. So, leadership is very important for creating places where workers and volunteers feel motivated and encouraged (Albanna et al. 2022).

The COVID-19 epidemic, unstable financing, and rising demand for services have made things harder for non-profit workers. In these situations, knowing which leadership styles boost motivation may help businesses retain good workers, keep morale up, and improve service performance. For professionals, it offers practical leadership practices specifically designed for mission-driven businesses. Also, it gives policymakers and funders ideas on how leadership affects how well organizations work in the social sector. (Alblooshi et al. 2021).

1.5 Scope and Delimitations

This is a primary research study grounded on current academic literature, concentrating solely on non-profit organizations. The study omits corporate and public sector leadership studies unless they are clearly relevant to the non-profit environment. This kind of flexibility is necessary for them to reach their goals efficiently. Transformational leadership, talent management, and creating a good corporate culture are all important for successful change management in businesses (Ali and Anwar, 2021). This effort includes a range of techniques and methods that aim to get stakeholders to accept, embrace, and effectively carry out change efforts.

Non-profit organizations usually have very little money to work with and depend a lot on donations, grants, and volunteer contributions. This might make it hard for them to carry out change management techniques. Contrarily, for-profit businesses often have more secure financial footing, allowing them to lavishly invest in transformation initiatives, technology integration, and expansion (Almas et al. 2020). Many different types of individuals, including donors, beneficiaries, volunteers, and even government entities, are involved in the activities of nonprofit organizations. Conversely, profit-driven companies prioritize its shareholders, customers, and employees. Contrary to popular belief, this study does not include gathering original data but rather draws on existing literature to draw conclusions (Asgari et al. 2020).

Everybody from researchers to practitioners to policymakers should take note of this report. It contributes to the growing body of literature that attempts to apply leadership theory to non-profit organizations, which is of interest to academics. The findings provide light on the kind of leadership that encourages employee engagement, performance, and retention in an industry where human resources are both critical and limited, according to data that HR professionals and board members can use. (Baig et al. 2021).

Leadership is more important than ever since more people want to use non-profit services, but there isn't enough money to go around, and people are at danger of burning out. Employees that are motivated are not only more productive, but they are also more resilient and dedicated to the organization's objective. These are all important traits for non-profits to have in order to survive and grow in today's complicated world.

1.6 Structure of the Dissertation

- **Chapter 1: Introduction** – Outlines the study's focus, rationale, and scope in relation to leadership and motivation in non-profits.
- **Chapter 2: Literature Review** – Examines leadership and motivation theories and summarizes relevant research conducted in non-profit settings.
- **Chapter 3: Methodology** – Details the research design, data selection, and thematic analysis approach.

- **Chapter 4: Findings and Discussion** – Presents the synthesized findings and interprets them in light of non-profit challenges and leadership styles.
- **Chapter 5: Conclusion and Recommendations** – Summarizes insights, highlights practical implications for non-profit leadership, and proposes directions for future research.

1.7 Summary

The effects of different leadership styles on employee motivation in nonprofits are the subject of this dissertation. Through an analysis of the existing literature, this study aims to provide industry-specific guidance on how leaders may inspire, retain, and involve mission-driven teams. The findings will contribute to the scholarly understanding of nonprofit leadership while also providing practical techniques for boosting motivation in organizations that prioritize principles.

Chapter 2: Literature Review

2.1 Introduction

This chapter critically reviews theoretical and empirical literature on leadership styles and employee motivation, with a specific emphasis on non-profit organizations. It begins by outlining major motivational theories, followed by an overview of leadership models relevant to the non-profit context. The chapter then synthesizes existing studies on the intersection of leadership and motivation in non-profits, highlighting key findings, gaps, and contextual considerations unique to the sector.

2.2 The concepts

2.2.1 Non-Profit Organizations: Characteristics and Challenges

Not-for-profit organisations (NPOs) are organisations that are run to achieve some benefit, which could be social, cultural, educational or humanitarian, but not directed to making profit for owners or members. In contrast to businesses, NPOs don't exist to make money for their owners they exist to produce social value, whether it's solving

community problems, championing the rights of the dispossessed or simply doing well on behalf of the public (Benevene et al. 2020).

Key characteristics of NPOs include:

- **Mission-Orientation:** The mission serves as the core driver for all organizational activities and decision-making processes. Employees often join NPOs because they align with the mission, creating a strong emotional and ethical connection to their work.
- **Resource Constraints:** Many NPOs are financially challenged and depend on donations, grants, and volunteer work. Limited funding can also lead to the lack of attractive compensation packages and bonuses apply as a motivation tool (Berry, 2023).
- **Volunteer and Paid Staff Mix:** NPOs typically have paid staff and rely on volunteers and motives may be different for each group and one may ignore the other.
- **Accountability to Multiple Stakeholders:** NPOs are accountable to more than just the client or beneficiary; they are also accountable to donors, the government, and the public, and operations create overlapping pressures.
- **Flat or Flexible Organizational Structures:** Many Non-profits operate with less hierarchical and more participative structures, which influence leadership and communication dynamics.

Each of these features present distinct challenges for leadership in NPOs. It is important to take account of the contextual factors in Non-profit organizations, in which this type of the leadership impact on employee motivation should be investigated (Budur and Poturak, 2021).

2.2.2 The Concept of Employee Motivation

Employee motivation is that which prompts an employee to act in a certain manner or do a particular thing. In the Non-profit sector, however, motivation is particularly important due to the lack of financial incentives and due to their role as a second priority compared to the mission-driven gratification.

Motivation is commonly divided into:

- **Intrinsic Motivation:** Motivated by intrinsic rewards, like personal development, satisfaction, and living in accordance with one's values. Regarding NPO workers, intrinsic motivations frequently come from a commitment to the cause and to make a social contribution (Buil et al. 2019).
- **Extrinsic Motivation:** Motivated by external incentives such as income, praise, promotions, and job security. Although not as much in NPOs on account of financial limitations but extrinsic factors have either directly or indirectly been contributing towards the motivation of the workers.

Several established theories provide frameworks to understand employee motivation:

- **Maslow's Hierarchy of Needs:** The theory postulates that people are driven by a series of wants, beginning with physiological necessities and progressing to safety, belonging, esteem, and self-actualization. The mission-driven nature of NPO work typically leads workers to seek fulfillment at higher levels, such as self-esteem and self-actualization.
- **Herzberg's Two-Factor Theory:** Identifies motivators (recognition, success) which boost happiness and separates hygienic elements (pay, working circumstances) that decrease it. Meaningful work-related motivators are more powerful in the nonprofit sector. (Chan, 2020).
- **Self-Determination Theory:** Underlines the need of relatedness, competence, and autonomy as essential psychological demands for intrinsic motivation. Those in charge of nonprofits may do more to inspire and engage their staff by advocating for these needs.

Understanding these motivation theories helps in analyzing how leadership styles can either support or hinder the motivational drivers of Non-profit employees.

2.3 Theoretical Frameworks of Motivation

The study of leadership and its influence on behaviour in work settings requires knowledge of what motivates individuals. Several motivations theories have been responsible for our current understanding of employee needs, wants and performance drivers (Costa and Goulart da Silva, 2019).

2.3.1 Maslow's Hierarchy of Needs

Abraham Maslow's Requirement Hierarchy is still the most talked-about theory in the motivation literature. Maslow put out a five-level pyramid for human requirements. The bottom level is physiological needs (including food and shelter), and the levels move up to safety, social, ego, and self-actualization. This idea says that in the workplace, an employee's fundamental requirements (such job security and a secure place to work) must be met before higher-order demands (like recognition and personal development) may inspire them. American psychologist Abraham Maslow proposed a framework for understanding human motivation Maslow's hierarchy of needs (Dicke and Ott, 2023). According to Maslow's original concept, there is a prepotency (or strength) hierarchy that incorporates five interrelated types of basic requirements. Even though Maslow did not come up with the iconic pyramid shape, it is how the hierarchy is often represented. Maslow included a sixth level of "meta-needs" and "meta-motivation" in his later works. (Do Adro et al. 2021).

Maslow's hierarchy of needs is one of his most lasting contributions to psychology. The hierarchy of needs is still a prominent paradigm and technique in higher education, business and management training, sociological research, healthcare, counseling, and social work. The hierarchy of needs is frequently used and studied, although it has been criticized for not having enough clear data to back it up, and its validity is still up for debate. Leaders may affect motivation by meeting these demands at various levels. For example, a transformational leader may work to help people reach their full potential and feel good about themselves by giving them authority and praising their successes (do Adro and Leitão, 2020). However, detractors say that Maslow's model is too simple and doesn't have enough evidence to back it up, particularly when it comes to the strict hierarchy of requirements.

2.3.2 Herzberg's Two-Factor Theory

Hygiene considerations (such as pay, corporate policy, and working environment) and motivators (such as success, acknowledgment, and responsibility) are divided according to Frederick Herzberg's Two-Factor Theory. True motivation comes from intrinsic motivators, not hygienic aspects, which only avoid discontent, according to

Herzberg. There are real-world leadership applications to this idea. Hygiene considerations, including as compliance and incentives, may take center stage for a transactional leader. On the other hand, leaders who are transformational or servant-oriented may place more emphasis on intrinsic motivators, which may lead to more employee engagement (Elkhwesky et al., 2022). The theory's methodological shortcomings, especially its dependence on self-reported data, have been a point of criticism, despite the theory's influence. To keep employees from becoming dissatisfied, managers, according to the Two-Factor approach, should prioritize making sure the hygiene elements are adequate.

In order to encourage their staff to work more and perform better, managers should ensure that the job is engaging and rewarding. As a means of inspiring workers, this philosophy places an emphasis on work-related enrichment. The two-factor hypothesis isn't completely objective as it relies on people's typical responses when asked what makes them happy or sad at work (Ellinger & Ellinger, 2021). For nonprofit leaders to keep their employees motivated in low-resource settings, job enrichment and recognition must be top priorities. (Erdurmazlı, 2019).

2.3.3 Vroom's Expectancy Theory

The cognitive approach to motivation proposed by Victor Vroom in his Expectancy Theory states that people are motivated when they have faith that their efforts will be rewarded with performance, which in turn will lead to desired outcomes. The role of leadership in strengthening this chain is crucial. If leaders don't show their employees how their efforts will be rewarded, they run the danger of demotivating their employees. This theory offers a versatile framework for leadership intervention and is especially useful in performance-based settings. Having top-notch human resources makes all the difference, regardless of how good an organization's physical assets are. In order to boost the organization's overall efficiency, it is crucial to maintain a motivated and happy workforce. (Fang et al. 2019).

Now, workers need ongoing inspiration to be fulfilled and productive. Employees are more likely to offer their all in pursuit of corporate objectives when they are highly motivated to do so. Even so, there may be a plethora of options for inspiring the staff. Some ideas of motivation have also been useful in inspiring workers. It

was Victor Vroom who put out this hypothesis. When people think that their desired outcomes will be achieved by engaging in a certain behaviour, they experience a surge of intrinsic motivation. Valence, expectancy, and instrumentality are the three factors that make up Vroom's model. The connection between these variables is as follows. (Geib and Boenigk, 2022).

In non-profits, leaders must clearly link effort to outcomes even if rewards are non-monetary (e.g., public recognition or program success). This theory underscores the importance of transparent communication and alignment between individual contributions and organizational mission.

2.3.4 McGregor's Theory X and Theory Y

Two competing perspectives on workers were put out by Douglas McGregor:

- According to Theory X, workers are naturally sluggish, fearful of taking initiative, and need constant micromanagement.
- Workers, according to Theory Y, are intrinsically driven, accountable, and capable of directing themselves.

These assumptions significantly shape leadership behaviour. An autocratic leader may align with Theory X, implementing tight control and oversight. Conversely, democratic or transformational leaders may adopt a Theory Y perspective, encouraging participation and initiative. The significance of managing ideas in creating motivating environments is emphasized by McGregor's work (Golensky and Hager, 2020). The assumptions upon which this theory is founded are more grounded in reality. Decentralized power, two-way communication, job enrichment, and participatory leadership are the hallmarks of a Theory Y organization. Work that requires responsibility and self-restraint are important to the notion. Managers and employees may work together more effectively by using the principles of Theory Y. Managers who subscribe to Theory Y want, in the simplest words possible, to create a workplace in which employees' unique aspirations and requirements are able to intersect with those of the business. Since many nonprofit workers are intrinsically driven and committed to the organization's objective, Theory Y works well in this setting. Leaders who adhere to Theory X may limit participation and

turn off volunteers, but those that embrace Theory Y may create a more collaborative and self-reliant workplace. (Guhr et al. 2019).

2.4 Overview of Leadership Styles in Non-Profit Organizations

2.4.1 Transformational Leadership

Inspiring and reforming people to surpass expectations via charisma, vision, intellectual stimulation, and personalized concern is the emphasis of transformational leadership, which was invented by Burns and expanded by Bass. Higher levels of motivation, work satisfaction, and performance have been associated with transformative leadership in several studies. An approach to leadership that has received a lot of attention from the nonprofit sector, transformational leadership seeks to motivate employees and volunteers by helping them to better understand how their own values relate to the organization's mission. In mission-driven situations, this approach fosters purpose, inventiveness, and devotion to a greater extent than others. (Guzmán et al. 2020).

2.4.2 Servant Leadership

Developed by Greenleaf, Servant leadership focus on the leader as caring steward and especially on the needs and growth of employees. It is linked to trust, empowerment and intrinsic motivation. But some fear it could muddy the lines of command and prove tough to implement in a hierarchy. That is, to foster an environment where every individual may thrive just as they are. A servant leader, in contrast to a traditional leader, puts the needs of their workers first, with the concept that the company will reap the advantages when everyone's needs are met. Trust, accountability, advancement, and inclusiveness are some of the outcomes that may result from servant leadership when it is done well. (Hajiali et al. 2022).

Proponents claim that by fostering emotional health in employee's servant leaders will enable employees to allow themselves to be more open within their working environment. The workers, in turn, repay that nurturing to their peers, resulting in a welcoming atmosphere that fosters and rewards both growth and quality work.

Acceptance Servant leadership is marked by an attitude of acceptance of others: Establishing a welcoming atmosphere for all employees goes a long way toward fostering a "psychological ethical climate" in which workers feel safe being themselves and leaders will fail to pass judgment. It encourages a culture of empathy and forgiveness where workers may learn from their errors and progress both professionally and privately inside the firm. (Kawiana et al. 2021).

Highly relevant in non-profits, servant leadership emphasizes empathy, community building, and empowerment. Leaders who serve their teams foster trust and emotional connection critical for retaining unpaid or underpaid staff.

2.4.3 Democratic Leadership

This style of leadership empowers people to actively participate in decision-making. Results showing an increase in drive, dedication, and contentment with the work are in line with Theory Y. However, in situations requiring quick decisions under duress, it may lose some of them. The fundamental premise behind this leadership style in a firm is that the full team is of greater significance than any one person, and this form of leadership is a fantastic approach to collect everyone's feedback. Democratic leadership now creates high productivity, creativity, engagement with team, and team-oriented learning. What is more, it fosters open communication and motivates employees to set goals, review their performance and push them to break the status-quo (Khan et al. 2020).

Participative leadership enhances motivation in non-profits by creating ownership and involvement in decision-making. Staff and volunteers often value the opportunity to shape programs and feel heard by leadership.

2.4.4 Transactional Leadership

Leaders define roles and set expectations, using rewards to reinforce performance. Although it does not evoke long-term dedication, such a style is useful in the routine, compliance-oriented environment. It so much depends on extrinsic motivation and is so much criticized for not spurring innovation and discretionary effort. The transactional leaders over-focus on details and short-term objectives and set of standard laws and formalities (Klein and Yogi, 2022). When the issues within the

organization are basic and self-explanatory, they may probably function effectively through such a leadership practice. The transactional leaders are highly effective in directing efficiency decisions toward cost reductions and increasing productivity. While less emphasized, transactional leadership can still be useful in managing compliance and performance in operational areas (e.g., donor reporting or event planning). However, over-reliance on this style may demotivate individuals who are driven by intrinsic rewards (Kuswati, 2020).

2.5 Leadership as a Motivational Catalyst in Non-Profits

Leadership styles and their effects on employee motivation are a common theme in the research on organizational behavior. Leadership is crucial in the workplace since it may either encourage or discourage employees. There have been a plethora of theoretical and empirical investigations on this link and its properties as a result. In this part, which summarizes key findings from Mi et al. (2019), we talk about how different leadership styles affect employee motivation and the many ways this impact shows up in the workplace, including psychological, behavioral, and organizational channels. Through sharing their vision, establishing goals, providing feedback, acknowledging achievements, and building relationships, leaders influence both the intrinsic and extrinsic motivations of their followers. To illustrate how transformational leaders may appeal to their subordinates' higher-order demands, such as self-actualization and esteem, and Herzberg's motivators of success and recognition, they often provide their subordinates with a shared vision (Moura et al. 2020). Higher levels of motivation, engagement, and organizational citizenship have been linked to psychological empowerment, which this kind also fosters. In contrast, transactional leadership relies heavily on extrinsic motivation, when compliance and incentives from outside sources serve as the primary motivators. According to Naqshbandi et al. (2019), leaders who are transparent, allocate resources fairly, and show appreciation for workers' efforts are more likely to cultivate a motivated and enthusiastic team. These results are most often attained by leaders that adopt a transformational or servant leadership approach. Regardless of the financial or operational difficulties, research shows that when workers at non-profits see their leaders as caring and visionary, their commitment and motivation rise. (Netzer, 2020).

2.6 The Interrelationship between Leadership and Motivation

The interrelationship between leadership styles and employee motivation is a focal point in organizational behaviour literature. Leadership serves as a primary mechanism through which motivation is either cultivated or diminished in the workplace. As such, the nature of this relationship has been extensively studied from both theoretical and empirical perspectives. This section synthesizes key findings on how different leadership styles impact employee motivation and explores the psychological, behavioural, and organizational pathways through which this influence occurs (Ngah et al. 2022).

2.6.1 Leadership as a Motivational Catalyst

Leaders have a primary influence on the motivating environment in an organisation. Leaders influence the motivation of their followers in a variety of ways, including vision articulation, goal setting, feedback, recognition, and support, both intrinsically and extrinsically. For example, transformational leaders create a shared vision that reflects Maslow's esteem and self-actualization needs, or Herzberg's motivators of achievement and recognition, they appeal to employees' higher-order needs. Charismatic leaders increase workers' motivation by elevating follower's sense of the meaning and significance in work (Ortega-Rodríguez et al. 2020). Furthermore, good leadership performance increases the perception of fairness, procedural justice and trust - all of which are linked to motivation in the sense of expectancy and equity. Managers, who are good communicators, distribute resources fairly and acknowledge employees' efforts are more likely to have employees who are motivated and committed (Ortega-Rodríguez et al. 2024).

2.6.2 Transformational Leadership and Intrinsic Motivation

Intrinsic motivation can be best enhanced by transformational leadership. Transformational leaders are able to mobilize internal motivation by fostering intellectual development, expressing personal concern for workers, and generating allegiance to collective objectives. This phenomenon can be analysed from the

viewpoint of Deci and Ryan's Self-Determination Theory (SDT). This is something that transformational leaders promote by paying attention to each person, encouraging their creativity, and being there for them when they need it. Employees' intrinsic motivation and work satisfaction have been favourably correlated with transformational leadership. (Paais and Pattiruhu, 2020).

2.6.3 Transactional Leadership and Conditional Motivation

It is often juxtaposed against transformational leadership, but transactional leadership does have its uses in terms of motivation. It does so by rewarding and monitoring performance, and the establishment of clear expectations and accountability. This style may work well with individuals who are motivated by external rewards or used to working in very structured, controlled circumstances. However, more transactional forms of leadership are thought to not foster commitment or innovation. However, in the situations where repetitive, mundane type of work is the key (for example, call centres or manufacturing), Due to reward structure motivation level could also be maintained through transactional leadership (Park and Pierce, 2020).

2.6.4 Autocratic and Laissez-Faire Leadership: Demotivating Extremes

Autocratic and laissez-faire are the two extremities of control and involvement, both of which are associated with lower motivation. Autocratic Leaders make decisions without input, resulting in diminished autonomy and engagement in employees. Working in autocratic worlds cause lower morale and higher resistance among teammates. Laissez-faire leadership, meanwhile, provides too much freedom and not enough support, or direction. This can lead to role indistinctness, the experience that the leader is indifferent, and a lack of motivation. While a few staff may take off like rockets with little supervision, lack of leader participation frequently reduces group unity and task motivation, particularly for lower-skilled employees (Perić et al. 2020).

2.6.5 Servant and Democratic Leadership: Empowerment and Engagement

A leader who practices servant leadership inspires their followers to do their best by putting their needs second to those of the group. There is a favorable correlation between servant leadership and emotional commitment as well as intrinsic motivation. This approach especially appeals to employees who are concerned with receiving support from others, ethics, and participation. Democratic leadership also fosters involvement and believes in the employees' worth. By allowing workers to have a say in decision-making, it fulfills psychological needs for autonomy and competence. Studies indicate that participative leadership also results in increased trust, motivation, and satisfaction (Powell and Bromley, 2020).

2.6.6 Mediating and Moderating Variables

However, the association between leadership and motivation is not simply monistic, but rather both mediated and moderated. Trust serves as a moderator with high-trust settings heightening the motivational impact of leadership. How individuals react to varied styles of leadership is largely determined by such qualities as self-efficacy, openness to experience, and conscientiousness. Participative leadership would have a greater impact in collectivist cultures, while transactional leadership would be more acceptable in hierarchical cultures. Job complexity, autonomy, and interdependence similarly moderate the effect of leadership on motivation. Transformational leadership is more appropriate for complex work than routine tasks (Purwanto et al. 2021).

2.6.7 Empirical Evidence across Industries

Across all sectors, a large body of research has shown that different leadership styles correlate with different levels of employee motivation:

- **Healthcare:** Transformational leadership improves nurse motivation, reducing burnout and improving patient outcomes.
- **Education:** Democratic and transformational leadership are linked to increased motivation among educators, fostering innovation and collaboration.

- **Technology:** In fast-paced, innovative environments, transformational and servant leadership styles are particularly effective in sustaining motivation.
- **Manufacturing:** Transactional leadership remains prevalent, though transformational approaches are gaining popularity as organizations seek continuous improvement.

These findings underscore the contextual sensitivity of the leadership-motivation link and suggest that a "one-size-fits-all" approach is inadequate (Qalati et al. 2022).

2.6.8 Summary of Key Relationships

Leadership Style	Motivational Focus	Effectiveness	Motivational Theory Alignment
Transformational	Intrinsic	High	Maslow, Herzberg, SDT
Transactional	Extrinsic	Moderate	Vroom, Herzberg
Autocratic	Low autonomy	Low	Theory X
Democratic	Participation-based	High	Theory Y, SDT
Laissez-Faire	Ambiguity-driven	Low	—
Servant	Developmental	High	SDT, Maslow

2.7 Sectoral and Contextual Influences

This latter point is why the effectiveness of leadership and stimulating employee motivation is seldom universal, and instead so highly contingent on the like of industry sector, organizational structure, cultural habits and even generational predispositions. (Renz et al. 2024).

2.7.1 Organizational Culture and Structure

The organization's internal culture and structural configuration, determining the kinds of leadership styles that are possible and effective. Organizations with rigid structures are more likely to use autocratic or transactional leadership. Motivation is determined by external rewards and sanctions such as job security or extra pay for better results. Transformational leadership inspires employees to empower each other and share the leadership. The third factor includes type and goals of

motivation. Organizations with a focus on creativity and change readiness prefer allowing employees to lead each other. Transformational leadership is more appropriate and intrinsic motivators than personal development or achievement. Denison's Organizational Culture Model shows how cultures focused on adaptability, involvement, and the mission often support those modes of leadership that inspire by appealing to the vision and encourage through the realization of it (Riyadi, 2020).

2.7.2 National and Cultural Influences

Cultural dimensions such as power distance, collectivism vs. individualism, and uncertainty avoidance have a profound effect on the suitability of leadership styles and their motivational outcomes.

Hofstede's Cultural Dimensions

- **High Power Distance Cultures (e.g., India, China):** In such societies, autocratic and transactional leadership may be accepted and even expected. Employees may find motivation in hierarchy, order, and extrinsic rewards.
- **Low Power Distance Cultures:** Democratic and servant leadership styles are more effective. Employees expect to be consulted and derive motivation from autonomy and fairness.
- **Collectivist Societies (e.g., Japan, South Korea):** Group harmony and loyalty are important, so participative leadership and transformational leadership that align with group values are most effective.
- **Individualist Societies (e.g., USA, UK):** Employees tend to be driven by personal achievement and self-direction. Transformational and laissez-faire leadership styles are more accepted (Saeed and Mughal, 2019).

These cultural variables imply that leadership cannot be divorced from its socio-cultural setting.

2.8 Gaps and Contradictions in Non-Profit Leadership Literature

Limited funding and small administrative budgets often prevent competitive salaries. Thus, leaders must use non-financial motivators such as recognition, autonomy, and emotional support to maintain engagement. At most non-profits, volunteers are an integral part of the organization. As these counsellor-leaders are not being paid, growing leadership based on appreciation, inclusion, and common purpose are necessary for keeping commitment. While for-profit organizations pursue monetary profits, non-profits focus on charitable, cultural or environmental missions (Salamon et al. 2010). But they also pose governance challenges, pushing leaders to strike a balance between inclusivity and decisiveness. Burnout is common when you're working in a field that is emotionally taxing like humanitarian aid, education or advocacy. Such leaders are empathetic and supportive and can reduce emotional exhaustion and sustain motivation (Saleem et al. 2020).

2.9 Summary

Non-profits need leaders, not just bosses. The effective leader must motivate, assist and authorize value-led rather than value-market individuals. Transformational, servant and democratic styles regularly prove to be effective motivators in such environments and autocratic or laissez-faire styles tend to decrease engagement. Challenges to the context, such as limited resources and emotional labour, make the role of motivational leadership in non-profits even more significant.

Chapter 3: Methodology

3.1 Introduction

The methodology used to investigate the link amongst nonprofit leadership styles and staff motivation is detailed in this chapter. Research philosophy, methodology, design, data collecting, analytical procedures, and ethical considerations are all well covered, and it backs up the choice of primary research. The justification is attained by centering on a thorough and open method that may be used to the intricacies of the nonprofit sector.

3.2 Research Philosophy

Philosophy of research is an approach to study design that takes into account the researcher's preconceived notions and values about the nature and scope of knowledge creation and understanding. Realist, pragmatic, positivist, and interpretivist tenets dominate the field of research. Researchers may utilize scientific techniques to establish facts according to positivism, which holds that reality is objective and may be measured quantitatively and by observation. Conversely, interpretivism holds that reality is subjective and socially produced, and it uses qualitative analysis to understand how people understand and make sense of the world. (Samsudin et al. 2020).

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Realism is a compromise between the two, adhering to the position that objective reality exists but can only know through human interpretations, combining positivism and interpretivism. Pragmatism prioritizes outcomes and, as a result, employs mixed methods to address various research questions as they emerge. Positivism is used in the study since it looks at observable and measurable facts based on empirical data which is in line with the standardized survey conducted on 30 participants. The pattern of the connection between leadership style and motivation of employees in non-profits is identified in this research with measurable outcomes. Positivism promotes objectivity due to lack of bias in the way the researcher might want to conclude the findings as decisions are arrived at through verifying the results through graphs (Sitthiwarongchai et al. 2020). The philosophy presupposes that material objects, such as the influence of leaders, might be analysed

with the use of scientific approaches, and the results of the studies could be generalised. The need to use positivism in this research is associated with the fact that it will be credible, replicable and precise, which makes these results reliable in terms of decision-making and generalisable in similar non-profit organisational settings.

3.3 Research Approach

A research approach is the overarching strategy for doing research; it includes the overall goals of the study, the methodology to be used, and the steps to be taken in order to collect and analyze data for the purpose of answering research questions. It directs the kind of procedures used and lays out the logical steps to conduct the research. The three main schools of thought in research are deductive, inductive, and abductive. Starting with a theory or hypothesis, a deductive approach uses data collecting to either confirm or refute it. This technique is often used in conjunction with quantitative methodologies and positivist philosophy. The inductive approach, which is common in qualitative research and interpretivism, begins with facts or observations and then uses them to develop new theories or patterns. (Steiss, 2019). Deductive approach will be appropriate in this study since it starts with given theories of leadership when tested in non-profitable organisations; transformational, servant and democratic leadership. This is a theoretical path that starts with a theory, then prognosis, and then analysis of the obtained data based on the results of surveys among research participants (Sun and Henderson, 2017). It makes it possible to conduct controlled studies of hypothesized connections existent between leadership approaches and employee engagement or motivation. Deduction is objective, occupies the philosophy of positivism and also helps in producing generalizable observations. Using this method, the study confirms the relevance of existing theoretical considerations, and at the same time gives an evidence-based conclusion about the aspects of the non-profit sector.

3.4 Research Design

Design, methodology, and technique all contribute to what is known as the research design, which is the framework of the study and the rationale for the inquiry. It makes the research organized, systemic, and coherent, which, in turn ensures that it is valid and reliable. Research designs commonly used include exploratory,

descriptive, explanatory (or causal), and experimental designs. Exploratory design is employed if the field is new or relatively unknown, in order to collect initial data, to uncover patterns in the data and to establish new questions. Descriptive design looks to establish the characteristics, properties or behaviour of a phenomenon without necessarily addressing questions on why the phenomenon takes place. Explanatory design demonstrates why something is happening by looking at ethology (Suykens et al. 2023).

The explanatory research design will apply since this research will attempt to explain the causation between leadership styles and employee motivation within the non-profit organisations. The study does not just present a description of current practices nor does it aimlessly survey, but instead the well-known theories in leadership, namely transformational, servant, and democratic are put to analysis against empirical data collected using a survey. The design relates to the philosophy of positivism and deductive method, which made it possible to test Research Questions and define which leadership style positively affected motivation and engagement the most (Tang, 2019). The study goes beyond making observations and findings by laying emphasis on how and why these styles work or are effective in their effects on employees hence it will give evidence-based conclusions that can guide leadership practices.

3.5 Data Collection Methods and Sampling Technique

Data collection methods are the procedures and instruments researchers use to acquire the data needed for their research. These methods fall generally under the categories of qualitative and quantitative methods, which are appropriate for different kinds of data and research goals. Quantitative data collection methods, on the other hand, are methods where numerical data can be counted or quantified, and hence can be compared quantitatively, such as using a survey instrument or collecting information from predefined categories. These technical methods are frequently employed when the purpose is to measure variables and detect patterns or associations (Taylor et al. 2020). On the other hand, qualitative data collection techniques are aimed at capturing rich, nuanced, descriptive data for understanding people's experiences, opinions, and social context. Some common qualitative methods are interviews, focus groups, open-ended questionnaires, and participant observation. And also, there are the mixed

method approaches that are those that are combining qualitative versus quantitative methodology in order to results view more completely the research problem.

This study will involve the use of a primary data collection as the major means of data collection. The approach is appropriate since it would allow systematized collection of quantitative data directly among the people in non-profit organisations. Closed-ended questions will result in consistency in responses thus making the data simplified in its analysis and comparison (Steiss, 2019). The structured questionnaire favours the positivist philosophy since it yields measurable and objective results, which are applicable in the deductive method in testing pre-defined theories of leadership and motivation. It is also timely, effective, affordable, and easy to disseminate thus guaranteeing the collection of relevant information to assist in meeting the objectives of the research correctly.

The respondents of this study are 30 persons, who will work in non-profit organisations. There was a non-probability convenience method of sampling, whereby respondents were chosen because they were within reach and they could not refuse to be included during the time of research. Such a design meant that the data were collected at the right time without leaving out the views of people who have had a relevant experience in leadership and motivation in the non-profit context. All the 13 closed ended questions were answered by each participant without missing data.

3.6 Data Analysis Technique

In order to answer research questions and develop meaningful conclusions from acquired data, data analysis techniques are used. These methods and procedures help to methodically investigate, interpret, and make sense of the data. The study goals and the nature of the data dictate the specific methods to be used. To find patterns, correlations, and test hypotheses in quantitative data, statisticians use tools for data visualization in addition to inferential statistics & descriptive statistics. (Theus, 2019).

After that, a Google Form is employed to gather the primary data, as it allowed its delivery to a large number of people and automatic entry of responses. Indeed, structured and quantifiable information was expected to be generated using closed ended questions, which conforms to the positivist research philosophy, deductive

approach. Answers were numerically coded so that it could be statistically analysed. Graphical representations using bar graphs and pie charts, the major analytical method in the data analysis in a manner that meant descriptive data of various forms such as frequency distribution, percentages and graphs were provided to answer each question. The approach assisted in determining the patterns and trends regarding the leadership styles, employee motivation as well as engagement. The choice of looking at the quantitative analysis made the study objective and minimized researcher bias. The numerical results given clearly formed a substantial background to the comparison of the results of the survey with the predetermined research questions and thematic framework, leading to evidence-based findings.

3.7 Ethical Considerations

In this study, ethics will be observed in handling the participants so as to protect and respect them. Prior to the engagement, an informed consent is sought, and there should be the clear explanation of the purpose of the study, that the response is voluntary and their responses will be kept confidential. The collection occurs without personal identifiers, which guarantee the anonymity and privacy. The participants have a right to drop without charges. The information is kept secret and used only to academic ends. The survey study avoids any exclusive or discriminating ventures and reduce any possible uneasiness. These actions are associated with ethical principles of the research, leading to trust and integrity during the study, as well as the protection of the right of the study participants and their well-being.

3.8 Limitations of Methodology

The limitation of this methodology is the fact that the sample size was not large, totalling only 30 participants, limiting the applicability of the obtained results to a broad non-profit sector. The closed ended nature of the questions limits the responses one is able to give and can potentially miss out on finer details (Tran, 2020). Also, convenience sampling may provide a selection bias, restricting representativeness. Limited access to the internet makes it possible that, online data collection will not cover all the subjects, hence it can distort findings and futuristically compromise the validity of the research.

3.9 Chapter Summary

The section of methodology provides description of the positivist and deductive approach based on explanatory research design. A survey was done by using a structured, closed-ended questionnaire through Google Forms. The objective leadership styles and motivation are guaranteed by quantitative analysis. Ethical considerations are kept in check, but generalisability and depth are curbed by the form of the sample size and questions.

4.2. Research Findings from Survey

4.2.1. Introduction

The leadership styles, motivation and engagement were investigated in the survey, which gathered the responses of 30 participants representing various non-profit organisations. Responses were attributed to such three themes as transformational, servant, and democratic leadership through analysis. Findings shed light on how common the styles were and how they determined employee motivation, satisfaction and active participation in non-profit environments.

4.2.2. Survey Result Analysis

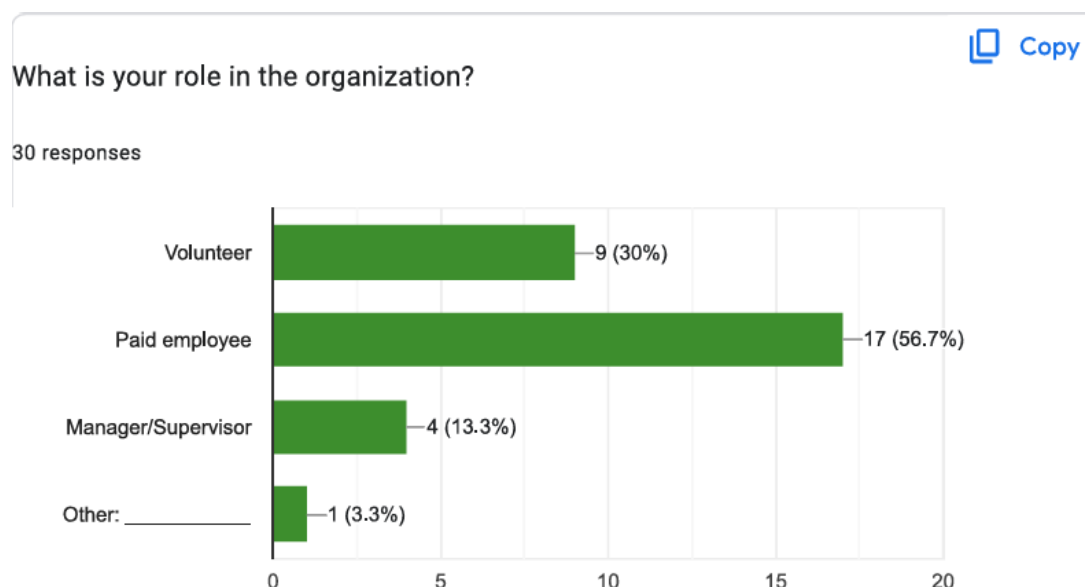


Figure 1: What is your role in the organization?

(Source: Survey Result)

Out of 30 respondents, an absolute majority of people is a paid employee (56.7%, 17 people), and then volunteers (30%, 9 people). Managers/supervisors constitute 13.3% (4 people), whilst only 3.3% (1 person) selected the option Other. This reveals that the survey is very much skewed in the perspective of the paid employees with significant presence of volunteers as well. Smaller perspectives of the managers are also present and contribute to the leadership point of view. Role's diversity facilitates a more balanced interpretation of the results pertaining to leadership and motivation since they allude to the experiences of the working level up to the leadership level.

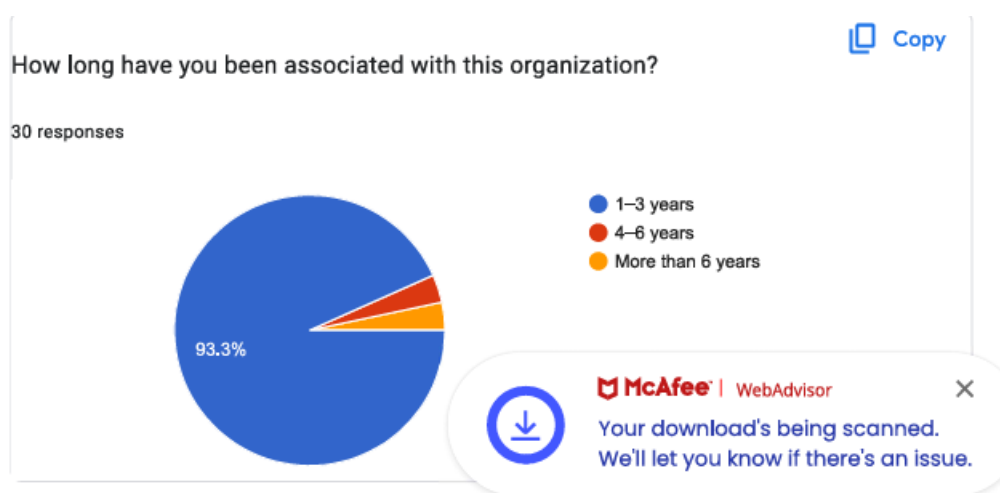


Figure 2: How long have you been associated with this organization?

(Source: Survey Result)

The vast majority of the respondents (93.3%, 28 people) have been at the organization no more than 1-3 years, which should denote rather new experiences and views. Only 3.3% (1 person) such as 4-6 years association, and 3.3% (1 person) with greater than 6 years. This implies that short term tenures tend to influence mostly views that are shorter than long experiences. It might as well mean high turnover or recent hiring, which can affect the perception of the leadership styles and set the priorities of motivating factors in an evolving team setting.

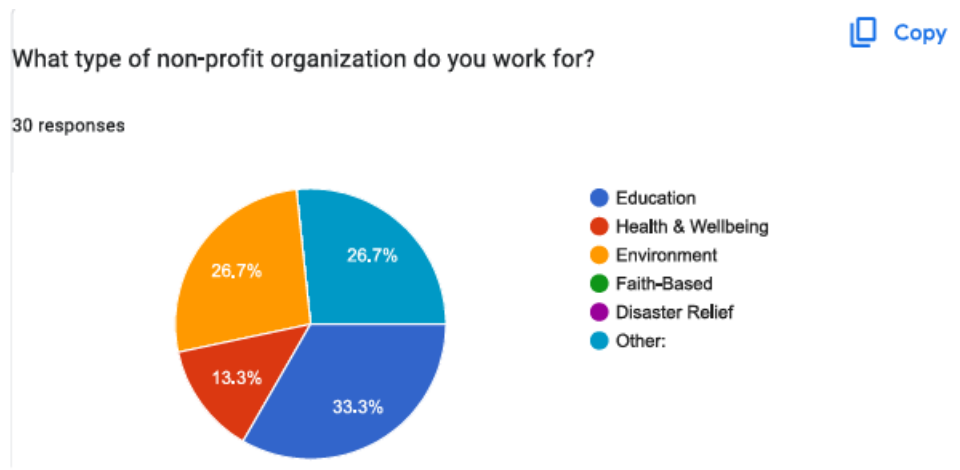


Figure 3: What type of non-profit organization do you work for?

(Source: Survey Result)

The largest responder (33.3%) organizes into education-focused non-profits among the respondents concerning their jobs. There is 26.7% of environment and faith-based organizations as well as 13.3% representing health and wellbeing. Disaster relief has no responses. Such a variety of spheres makes this research possible to compare the leadership style influence on motivation within the scope of various missions. Education is overwhelming, which could affect overall findings, since the institution of leaders and the motivation in the non-profits based on education might be different than environmental-oriented and faith-based one, the latter might be more focused on the community participation and community values.

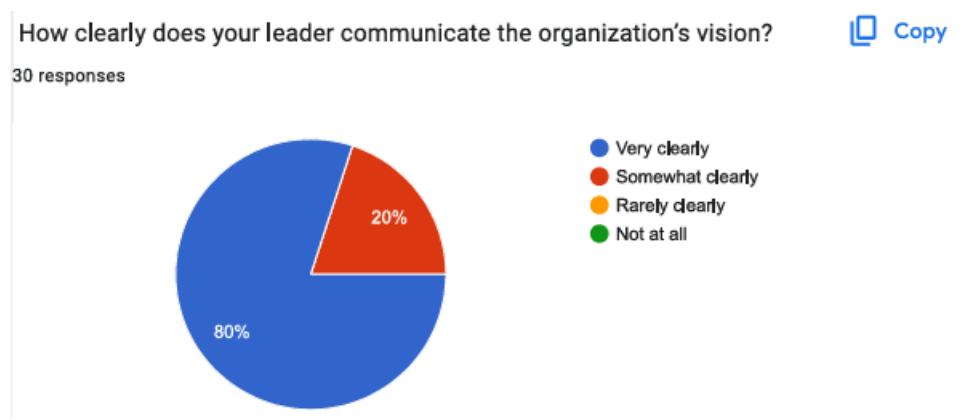


Figure 4: How clearly does your leader communicate the organization's vision?

(Source: Survey Result)

A high of 80% (24 respondents) and also answers in the affirmative-that their leader communicates the vision of the organization, very clearly. Another 20% (6), report

that it is somewhat clearly expressed. None of the participants chose either rarely clearly or not at all, and it can only mean that everyone admits that leadership vision is at least somewhat conveyed. The prevalence of the set of phrases including very clearly implies a high level of top-down communication, a rather productive motivation and alignment catalyst. This clarity is able to create confidence, purpose, and involvement among the employees and the volunteers, thereby reinforcing the organizational culture as a whole.

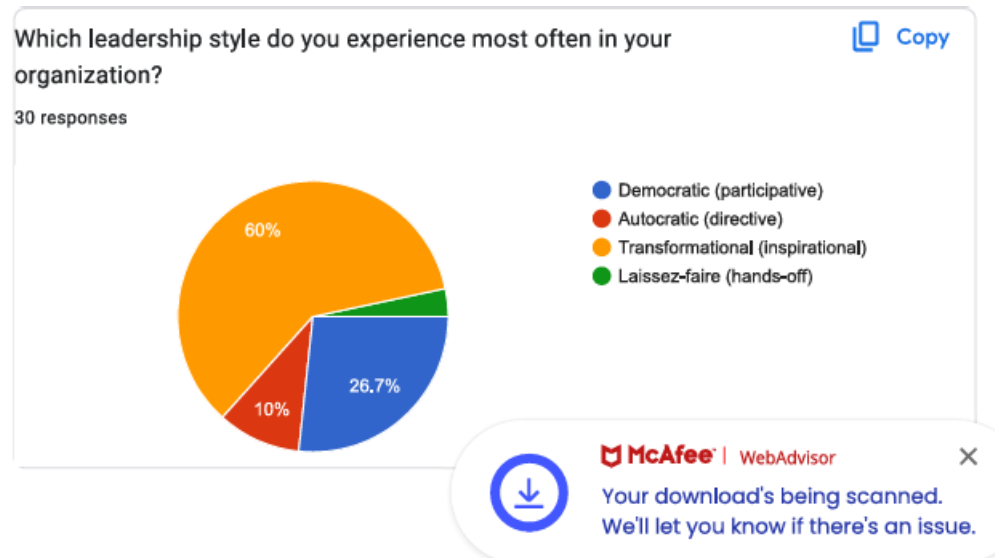


Figure 5: Which leadership style do you experience most often in your organization?

(Source: Survey Result)

Most of them (60.6%, 18 respondents) are exposed to transformational (inspirational) leadership, which means that leaders put emphasis on vision, motivation, and personal growth. The next is democratic (participative) leadership at 26.7% (8 respondents) encouraging work in collaboration and shared decision-making. The autocratic (directive) leadership is also 10% (3 respondents) and the laissez-faire (hands-off) is only 3.3% (1 respondent). The tendency in this distribution is evidently directed at inspirational and participative styles, which implies that the majority of the leaders interact with the teams with activity and motivation and do not depend on hard control or minimum participation.



Figure 6: How involved are you in decision-making processes?

(Source: Survey Result)

There is a high participative environment as a large 73.3% (22 respondents) report that decision-making processes have always involved them. The other 16.7% (5 respondents) have been found to spend time being involved frequently, with the remaining 6.7% (2 respondents) being found only occasionally involved. Less than one responder (3.3%) claims that they are seldom or never involved. The information indicates that the majority of employees believe that they can contribute to the organizational decisions. Such participatory culture is also expected to increase motivation, ownership, and job satisfaction, which is associated with the tendencies of democratic or transformational leadership displayed in the graph above.



Figure 7: How does your leader provide feedback on your work?

(Source: Survey Result)

Most of them (73.3%, 22 respondents) have regular and constructive leader feedback which encourages improvement and incentive. Occasional feedback is seen by 16.7% (5) of the respondents and rare or absence of feedbacks of the 10% (3). None of the respondents reported just the critical feedback, signifying a positive feedback

culture. Constructive communication is prevalent, therefore, meaning leaders understand the importance of developing their employees, something that would enhance their morale and performance. Nevertheless, the fact that the small amount of the respondents have little feedback can reflect the specific need of improving the sector where consistent engagement is supported.



Figure 8: How frequently does your leader recognize and reward achievement?

(Source: Survey Result)

A half (50%, 15 people) of the respondent's answers that they are very frequently perceived and rewarded with achievements. A third (36.7%) of the sample (11) say this occurs "sometimes" and 13.3% (4) say it happens rarely. Nobody picked the option of never and consequently the recognition exists at all levels. A high score in this aspect means that leaders have an inspirational leadership style in that they reward good performance. Nonetheless, the fact that a third is being recognized occasionally indicates that there might be inconsistency, and that might lead to the decrease in motivation of a group member in the long term.

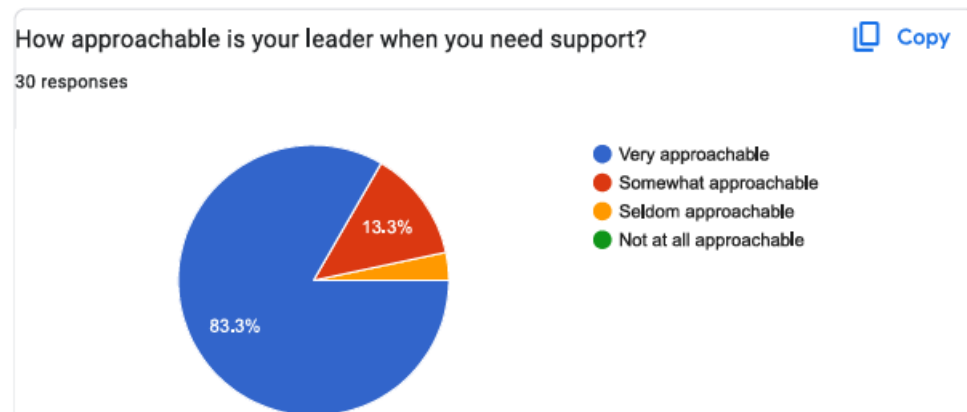


Figure 9: How accessible is your leader when you are in need?

(Source: Survey Result)

Most of the respondents (83.3%) consider their leader highly approachable in the event that they require backing, which denotes a high accessibility and openness quotient. Also, 13.3% of people find the leader rather acceptable in his/her approachability, and there is a bit to improve in this collateral of accessibility. An extremely low percentage (3.4) perceive that the leader is rarely approachable and none of them perceive that the leader is not approachable at all. This implies that the availability and the readiness of the leader to assist the team has a positive view overall.

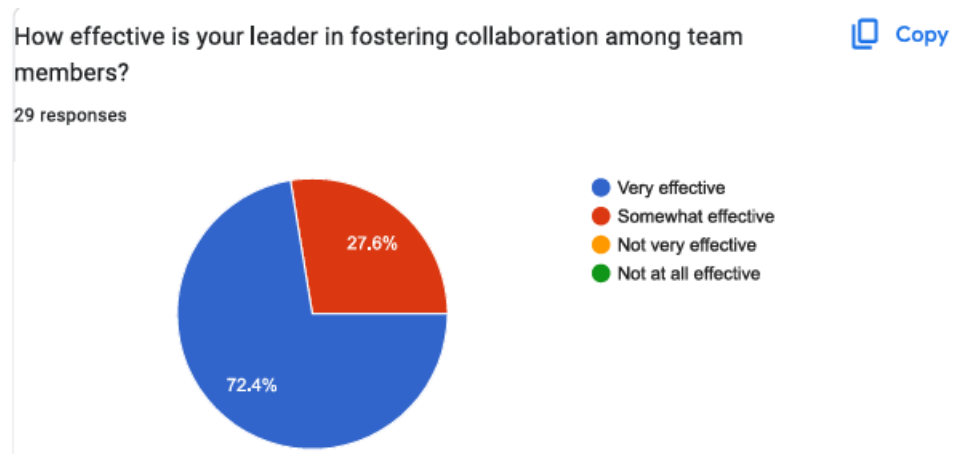


Figure 10: How effective is your leader in fostering collaboration among team members?

(Source: Survey Result)

The majority of respondents (72.4%) think that their leader is extremely effective at foster teamwork and collaboration in the group. In the meantime, 27.6% of them give the leader a rather low rating and define him/her as rather effective, which proves that, in general, the leader encourages teamwork properly, though it is possible to improve the skill to a greater extent. None of the respondents evaluated the leader as not very effective or ineffective which shows a high degree of cohesiveness within a team due to the influence of the leader.



Figure 11: Do you understand the goals and expectations set by your leader?

(Source: Survey Result)

It shows that a large majority (93.1%) have a clear sense of what is being said by their leader and the expectations in general, making the communication of leadership intentions clear. It is very little (6.9%) that is not quite certain and marked as Maybe, and no one said that they did not know. Such a high extent of clarity is probably beneficial in terms of team alignment, motivation, and performance because the employees are clear in terms of what they are expected to do and what they should aim to accomplish.

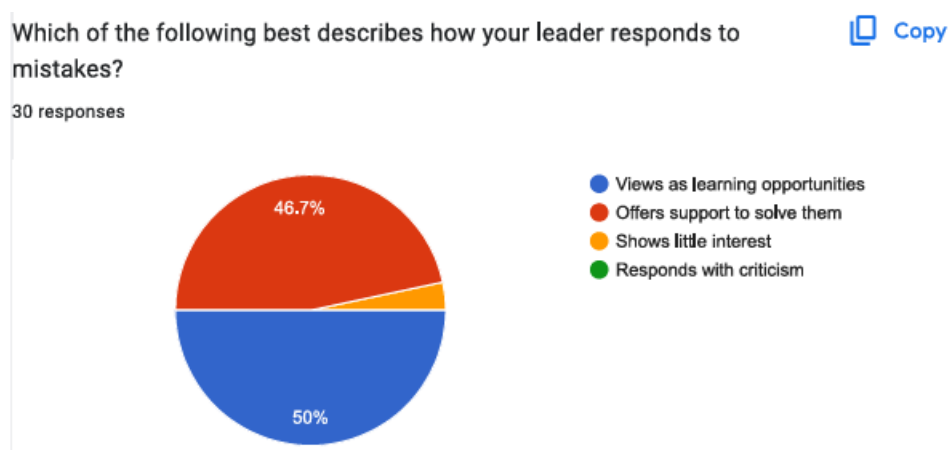


Figure 12: Which of the following best describes how your leader responds to mistakes?

(Source: Survey Result)

A half of the respondents (50%, 15) point out that their leader considers mistakes as learning possibilities and that he/she encourages growth mindset. Another 46.7% (14 respondents) claim that leaders provide assistance to correct mistakes and this shows a problem-solving and sympathetic perspective. These data reflect that leaders are

only little interested in only 3.3% (1 person) of cases, and no one reported leaders criticizing in their response. It displays a largely positive culture of error-management, which nurtures the development, as well as psychological safety, which are two booster drivers of innovation and steady motivation.

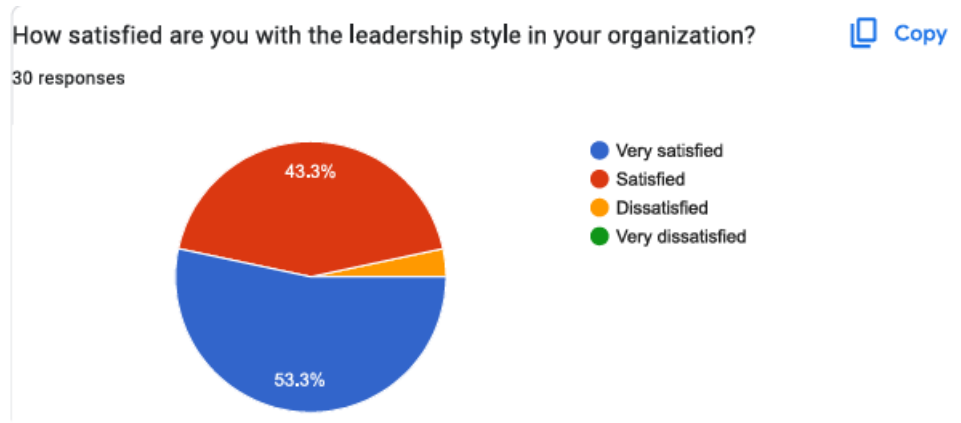


Figure 13: How satisfied are you with the leadership style in your organization?

(Source: Survey Result)

More than a half (53.3%, 16 respondents) are very satisfied with the leadership style and 43.3% (13 respondents) rated that they are satisfied. There is only a single respondent (3.3%) who feels dissatisfied whereas no one was found to be dissatisfied very much. This highly favourable attitude is in line with the previous results of clear vision communication, participative decision-making, and presence of transformational leadership. Satisfaction rates indicate that leadership strategies work in motivating both the employees and the volunteers and hence the low proportion of dissatisfied population could be indicative of few leadership lapses or not fitting a preference.

4.3 Thematic Analysis

4.3.1 Theme 1: The motivational strength of transformational leadership in non-profits

Transformational leadership was the most effective leadership style in terms of encouraging both staff members and volunteers in non-profit organizations. This strategy promotes purpose, vision and individual acknowledgment - key long-term motivations in work that has a positive social impact. Non-profit transformational leaders create affective commitment by aligning personal values with organizational

missions. When they know their work has a real purpose that it creates more justice employees and volunteers get a greater sense of energy and loyalty.

Transformational Leadership has long been considered the best leadership style to inspire and motivate employees, especially in mission-driven sector such as non-profit. Transformational leaders inspire with a compelling vision, challenge with intellectual stimulation, and consider the needs of their followers (Ibrahim and Daniel, 2019).

Vision and Inspiration

In the non-profit sector, with relatively fewer monetary incentives to offer, transformational leaders inspire employees by framing everyday tasks as if they help further a larger social purpose. Workers sense that their work is of value to society, promoting intrinsic motivation. For instance, if a leader focuses on what the charity has done for the community, they create a sense of pride and purpose.

Intellectual Stimulation and Growth

Transformational leadership fosters innovation and a culture of critical reflection within the workplace. This can fuel motivation as it opens doors for both professional and personal development — two aspects which are of high importance for employees who want more than just money (Klein and Yogi, 2022).

Individualized Consideration

By recognizing each employee's strengths and needs, transformational leaders foster a supportive environment. This personalized attention increases job satisfaction and motivation, reducing turnover in an environment where retaining skilled staff is vital.

Deepening the Vision-Motivation Link

Transformational leaders, through setting a vision that is exciting, draw on the more profound values of employees, and that is important when the rewards from the outside are remarkable this sort is very important. For example, the leadership of organisations such as Médecins Sans Frontières (MSF) has transformational leadership characteristics by constantly reminding employees of the life-saving work they are undertaking in conflict zones. Workers feel both motivated and inspired by this sense of mission and maintain such motivation in difficult work setting (Mi et al. 2019).

Intellectual Stimulation and Innovation

In addition to motivation, transformational leaders attempt to inspire workers to question assumptions and to create innovative ways to face the challenges of the job. According to a study of the World Wildlife Fund (WWF), employees proposed innovative fundraising and conservation programs when there was transformational leadership, which led to higher levels of engagement and ownership.

Individualized Consideration in Practice

Leaders at **The Red Cross** exemplify individualized consideration by providing tailored mentorship and support to staff and volunteers. This individualized attention fosters loyalty and motivation, reducing turnover rates in high-stress environments (Asgari et al. 2020).

Key motivational mechanisms include:

- Inspiring belief in the mission
- Encouraging professional and personal growth
- Recognizing contributions beyond financial compensation

4.3.2 Theme 2: Servant leadership as a values-aligned approach

Servant leadership is a very appropriate leadership style for a non-profit organisation. By focusing on the needs and growth of others, servant leaders promote trust, empathy, and psychological safety. Servant leadership very significantly increases the retention of volunteers and the satisfaction of employees in a non-profit organisation where the relationship connecting people and the shared purpose matter the most. This leadership style is focused on humility, listening and empowerment characteristics that resonate with the altruistic motivations found in many non-profit staff. This charismatic type of leadership suits well with the core values of many NGOs (Aboramadan and Kundi, 2020).

Alignment with Non-Profit Values

Non-profits tend to attract workers driven by the pursuit of doing good in the world. Servant leadership strengthens this motivation by exemplifying humility and prioritizing employee and community welfare over self-interest or organizational prosperity. Non-profit workers are susceptible to the search for meaning and community-related purpose. Servant leadership addresses this by making care,

empathy, and ethical stewardship the focal point. For instance, Habitat for Humanity maintains a servant-leadership system where the leaders have a personal relationship with both the employees and the community that they serve, where there is a sense of respect and a sense of common purpose.

Empowerment and Trust

Servant leaders enable people to grow by fostering autonomy and trust and thus stimulate intrinsic motivation. Staffs do feel respected and appreciated and this is reflected in their level of commitment and engagement. Empowerment is facilitated by servant leaders who give away power and share in making decisions. This was seen in The Salvation Army, which used servant leadership practices to increase volunteer satisfaction through thanking them and getting them involved in the formation of programs (Ortega-Rodríguez et al. 2020).

Impact on Volunteerism

Since many non-profits volunteers are doing a lot of the work, servant leadership's emphasis on nurture and service creates a climate that supports and sustains volunteer motivation, which even more difficult to maintain than paid staff motivation. The focus of servant leadership on relationships is especially important in dealing with volunteers, who are motivated less by monetary incentives than by recognition and respect. The effect of servant leadership on motivation and retention of volunteers In fact, across multiple Chicago-area non-profits, those with leaders who exhibited servant leadership behaviour reported higher levels of volunteer retention and a more positive climate in the workplace, underscoring the power of the models (Paais and Pattiruhu, 2020).

4.3.3 Theme 3: Democratic leadership and participative engagement

In many non-profits, particularly at the grassroots level, democratic leadership is culturally and structurally ingrained. Leaders regularly collaborate with their teams, stakeholders, and communities so making decisions together are an accepted reality. Empowerment-based leadership is also a useful approach for navigating power differentials, especially in equity-focused, mission-driven environments. This broad-based effort fits well with the non-profit values of transparency and community involvement.

Participation and Ownership

By enabling staff and volunteers to participate in decision-making, it can lead to them taking a greater pride in their work, and feeling more responsible for it. This will be a huge motivation as people feel that their voices are heard and their inputs are valued. By having employees participate in decisions, democratic leadership forms a sense of ownership. Amnesty International, for example, employs democratic management in their policy and campaign planning, is an example of an organisation where democratic leadership is applied, so that employees and volunteers actively engage, which creates a more motivated and united workforce (Lee et al. 2023).

Enhancing Team Cohesion

Democratic leaders promote open dialogue and team-based problem solving important precursors for team cohesiveness and a positive organizational culture essential for motivating employees in a constrained resource environment. Dialogue and mutual respect are promoted by Democratic leadership toward stronger team unity. At Goodwill Industries, managers orchestrate frequent staff forums that boost morale and morale.

Challenges

But it also means that decision-making can make take longer, and thus might not work as well in more immediate scenarios. Hence, a major challenge is to balance participation with decisiveness in leadership. Though democratic leadership can be inspiring, decision making may become stalled. This was observed by Mercy Corps during its response to the 2010 Haiti earthquake, where seeking too much consensus delayed critical decisions. Leaders there are adapted by then balancing participation with clear decision authority in situations of crisis (Kawiana et al. 2021).

4.3.4 Theme 4: Transactional leadership in operational non-profit functions

While not typically ideal for inspiration or engagement, transactional leadership has limited utility in **non-profit administrative tasks**, such as fundraising coordination, event logistics, and compliance reporting. In these cases, clear expectations, deadlines, and performance-based incentives may improve efficiency and accountability. Transactional leadership, based on reward and punishment contingencies, has a more

limited but still important role in non-profit settings, particularly in routine operational functions. Transactional leadership can effectively manage administrative, financial, and operational activities where clear expectations and accountability are necessary. Incentives, even if non-monetary (e.g., recognition or extra time off), can motivate employees in these contexts (Samsudin et al. 2020).

However, transactional leadership tends to be less effective in inspiring passion and commitment for the social mission. Overreliance on transactional methods may lead to minimal compliance rather than deep motivation. Transactional leadership has a role in ensuring accountability and efficiency in routine operations like finance, compliance, and event management. For example, at **Feeding America**, transactional leadership structures govern logistics and food distribution, ensuring operational reliability. Since financial incentives are limited, recognition programs (awards, public acknowledgments) serve as transactional rewards. Studies show these non-monetary rewards positively influence motivation in transactional frameworks (Riyadi, 2020). However, in mission-critical and innovative areas, transactional leadership alone may fail to inspire. For instance, **United Way** found that staff motivated by transactional leadership was less likely to engage in extra-role behaviours such as volunteering for new initiatives.

4.3.5 Theme 5: The demotivating effects of autocratic and laissez-faire leadership

Both autocratic and laissez-faire leadership styles are widely reported as **demotivating** in non-profit settings:

- **Autocratic leadership**—marked by centralized control and lack of consultation—can alienate mission-driven teams and stifle collaboration.
- **Laissez-faire leadership**, which involves minimal guidance and disengagement, often results in role ambiguity and reduced accountability, particularly problematic for volunteers and part-time staff who require structure and support (Purwanto et al. 2021).

Autocratic Leadership

One such is autocratic leadership – dictatorial and control-heavy decisions can really damage motivation in charity. The employees typically appreciate freedom and making decision, autocratic styles may result in unhappy workers, lack of interest in work and high staff turnover. Autocrat leadership, with dictatorial decision-making, does not conform to the volitional climate of non-profit organizations. In 2015 non-profit healthcare organisation research showed that autocratic leadership led to high employee turnover and low job satisfaction. During a time of leadership turmoil at Save the Children UK, autocratic management by the top team resulted in reduced morale and loss of key staff and therefore the need for a restructured leadership (Netzer, 2020).

Laissez-Faire Leadership

This may lead to frustration and demotivation, especially for mission-critical works where clarity and support is crucial. Their absence of direction on the part of laissez-faire leaders results in confusion and disengagement as seen in several case studies of VolunteerMatch. Neither dynamic lead to a healthy organizational culture, and both run counter to the non-profit sector's collaborative and values-based culture – and that can be demoralizing and less productive (Kabeyi, 2019).

4.3.6 Theme 6: Contextual mediators such as mission, resources, and volunteerism

A strong organizational mission can amplify the positive effects of transformational and servant leadership, giving employees deeper purpose and connection to their work. Volunteers respond particularly well to leaders who show appreciation, offer guidance, and connect tasks to social impact. Democratic and servant leadership are especially effective here. Limited financial resources mean leaders must use non-monetary motivators (e.g., praise, growth opportunities, flexible roles) to sustain motivation. Work in social services, humanitarian aid, or advocacy is often emotionally taxing. Leaders who provide emotional support and emphasize well-being foster higher resilience and retention. The impact of leadership styles on motivation is often mediated by contextual factors unique to non-profits (Fang et al. 2019).

Mission-Driven Motivation

The organization's mission can amplify or diminish the motivational impact of leadership. Leaders who successfully link leadership behaviours to mission fulfilment tend to enhance motivation more effectively. The degree to which employees identify with the organizational mission strongly mediates leadership impact on motivation. For example, **charitable environmental groups** with clear, compelling missions see higher employee engagement under transformational leadership.

Resource Constraints

Limited financial and human resources in non-profits necessitate leadership styles that maximize intrinsic motivation. Transformational, servant, and democratic leadership styles tend to perform better in resource-constrained environments than transactional or autocratic styles. Resource limitations require leaders to emphasize intrinsic motivators. A study of **small-scale NGOs in Sub-Saharan Africa** demonstrated that transformational and servant leadership was more effective than transactional approaches under financial constraints (do Adro and Leitão, 2020).

Volunteerism

Volunteers differ from paid employees in motivation, expectations, and commitment levels. Leadership that acknowledges and adapts to these differences—often servant and democratic styles—can sustain volunteer motivation more effectively. Volunteers' motivation differs from paid staff; leaders must understand these differences. For instance, **Big Brothers Big Sisters** utilizes democratic and servant leadership to engage volunteers effectively by offering meaningful participation and recognition.

4.3.7 Theme 7: Adaptive leadership and hybrid models in modern non-profits

Given the growing complexity of non-profit operations—including remote teams, digital transformation, and cross-sector partnerships—leaders increasingly adopt **hybrid approaches**, blending transformational, servant, and participative elements (Buil et al. 2019).

For example, a leader might:

- Use **transformational behaviours** to articulate vision
- Apply **democratic leadership** during team decisions
- Rely on **transactional clarity** to manage donor reporting deadlines

This flexibility is especially critical in rapidly evolving or crisis-prone environments where rigid adherence to one leadership style is insufficient. Adaptive leadership emphasizes flexibility and responsiveness to changing environments, a critical capability in the evolving non-profit sector.

Flexibility and Innovation

Non-profits face dynamic social challenges requiring leaders who can shift styles depending on context. For instance, transformational leadership might be combined with transactional practices for operational efficiency (Ali and Anwar, 2021).

Hybrid Models

Many successful non-profits adopt hybrid leadership models, integrating servant leadership's empathy, transformational leadership's vision, and transactional leadership's structure. These blends help balance motivation with operational demands. At **Charity: Water**, leadership integrates transformational vision with transactional management of fundraising operations, balancing inspiration with accountability.

Leadership Development

Adaptive and hybrid models highlight the need for leadership development programs in non-profits that cultivate versatile leadership skills. The rise of hybrid models underscores the need for leadership training that builds versatility. Programs like **The Non-profit Leadership Alliance** emphasize skills in transformational, servant, and adaptive leadership. The Gates Foundation demonstrates adaptive leadership by evolving its leadership approach as it scales, shifting from a founder-centric model to a distributed leadership system that fosters innovation and sustainability (Akingbola et al. 2023).

4.4. Connect the results with the Research Objectives

RQ1: What are the prevalent leadership styles found in non-profit organisations?

The question here is what are the leadership styles that prevail in non-profits and how these leadership styles manifest themselves in terms of roles and contexts. Transformational leadership (60.6%), which is the commonest leadership style, is followed by democratic (26.7%), autocratic (10%) and its rare counterpart, laissez-faire (3.3%) (Figure 5). This corresponds with Theme 1, Theme 2 and Theme 3 where transformational, servant and democratic leadership is explained to be most useful in terms of motivation, involvement and congruence with mission. The second theme (servant leadership) is represented in terms of accessibility (Figure 9: 83.3 Exceedingly approachable) and trust-building. High decision-making involvement (Figure 6: 73.3% always involved) and participatory culture demonstrate the leadership in a democratic style (Theme 3). Transactional leadership (Theme 4) has some contribution in the operational areas whereas autocratic and laissez-faire (Theme 5) are also insignificant because of their demoralizing influences. As Theme 6/7 reveal, clarity and mission (Figure 4: 80% very clear) as well as adaptive, hybrid style with a focus on inspiration but providing structure shapes the prevalence of leadership styles (Figure 4: 80% very clear). The variety of respondents (Figure 1) and areas of mission (Figure 3) implies that the style choice is contingent on the situation, however, on average, non-profit leadership is dominated by the people-focused, participative styles.

RQ2: How do different leadership styles influence employee motivation in non-profit organizations?

The question under discussion addresses the role of leadership styles on motivation and incorporates vision, participation, recognition as well as support. The clarity of leadership (Theme 1) is noted to be a motivator through transformational leadership (Figure 4: 80%), individualized consideration (Figures 7, 12), and recognition (Figure 8: 50% very frequent). The benefits of servant leadership (Theme 2) are increasing the motivational level with the offer of trust and accessibility (Figure 9) and consistency with altruistic values. The increase in ownership is facilitated by democratic leadership (Theme 3) where there is great involvement in decision making (Figure 6: 73.3%) and cooperation (Figure 10: 72.4% very effective). The motivation at operational level involves transactional leadership (Theme 4), that involves systematic goals (Figure 11: 93.1% clear expectations) and non-monetary rewards. The autocratic, and laissez-faire methods (Theme 5) decrease motivation as can be observed in the small cluster with uncommon feedback (Figure 7) or

participation (Figure 6). The sixth theme, theme 6, focuses on mediators in context like mission driven work which enhances motivation despite resource limitations. In theme 7, the adaptive leaders mix both the transformational inspiration and transactional clarity in order to sustain morale. The high satisfaction (Figure 13: 96.6%) proves that the leadership styles that place an emphasis on communication, participation, and recognition are most positively affecting the motives of non-profits.

RQ3: Which leadership styles lead to the highest levels of employee engagement and motivation in non-profit settings?

The aim of this question is to determine the most effective styles in order to maintain engagement as well as motivation. Transformational leadership (Theme 1) motivates the involvement through alignment of vision (Figure 4), recognition (Figure 8) and learning based feedback (Figure 12). Theme 2 servant leadership improves volunteer participation by extending the ability to do so (Figure 9) and community building. Democratic leadership (Theme 3), which improves engagement due to enhancing the interest in decision-making (Figure 6) and collaboration (Figure 10). Transactional leadership (Theme 4), combined with mission-driven aspects (Theme 6), encourages engagement in operational situations since it helps ascertain role clarity (Figure 11) and accountability. In Theme 5 autocratic leaders and laissez-faire leadership are shown to damage engagement and this was observed as lower scores in participation or infrequent feedback in minority. The adaptive and hybrid models (Theme 7) have maximized the existence of engagement through a mix of transformational vision, servant empathy as well as the transactional structure which forms in organizations with a mix of inspiration and operation dependability. These styles appeal to both staff and volunteers, as duties as well as the satisfaction levels are overwhelmingly positive (Figure 13 and Figure 1). Engagement is also associated with clear goals, recognition, favorable error management (Figures 8, 11, 12), which proves the effectiveness of transformational, servant, and democratic leadership.

4.5. Conclusion

The survey demonstrates transformational, servant, and democratic leadership as prevailing in non-profits, and they have similar, positive influences on motivation and engagement. The themes like transactional leadership proved the most motivating factor at the same time while democratic leadership increased

participation. Trust and value alignment was created through servant leadership. In combination, the styles can facilitate increased staff morale, cooperation and organisational performance in non-profits scenarios.

Chapter 5: Discussion and Interpretation

5.1 Discussion

It provides empirical evidence that leadership style is a key contingent factor of motivation in non-profit organizations. But the relationship is too contextual to be generalized, influenced as it is by mission, organizational culture, resources and the availability of volunteers. Transformational and servant leadership create positive motivational outcomes through connecting people with joint purpose, and participative leadership empowers autonomy and engagement. In not for profits, people are not motivated by pay or promotion; they are motivated by meaning, recognition and contribution – some of the essential ingredients of emotionally intelligent and mission-focused leadership. Leaders need to be able to adjust their approach to the needs of the individual and to the realities of the organization in a mix of inspirational direction with managerial hands on (Fang et al. 2019).

The findings are that the transformational, servant, and democratic leadership styles are best suited to motivate non-profit employees, because they fit leadership behaviour to the values and peoples potential needs of their staff. Transactional leadership helps to maintain normal operation but is not enough to promote motivation. Autocratic and laissez-faire styles may result in low motivation and turnover. The specific non-profit context of mission intensity, resource scarcity and volunteerism determine the influence of various styles of leadership. Adaptive and hybrid forms of leadership appear to be best practice for managing complexity and maintaining momentum in contemporary not-for-profit settings (Geib and Boenigk, 2022).

Transformational leadership is oriented toward inspiring and empowering followers to act beyond the pursuit of their own self-interest, but rather in furtherance of the organization's mission. Transformational leaders have a clear vision, support creativity, and enable self-development. In NPOs, transformational leadership tends to be related to higher levels of internal motivation and organizational commitment as a leader highlights the values of the employees and the mission of the organization (Netzer, 2020).

This point provides an understanding of the significance of transformational leadership. The research suggests that the situational factor, role of top management support and pressure for change is not moderated by transformation leadership. Hence, in some cases transformational leadership may not be appropriate for the management of change in organisations (Renz et al. 2024).

On the other hand, talent management is concerned with identifying, developing and retaining talent that has the skills and competencies required for successful implementation of change. TM is a business strategy or system that the company uses to evaluate, assess and identify the high potential and high performing employees who are capable of filling its strategic and other roles while retaining them strategically to meet its organizational objectives and future strategic roles. By implementing best practices in talent management - from recruiting and training to performance management - organizations can ensure that they have the right employees in place to lead and facilitate organizational change initiatives. Culture of organization is also of significant importance in affecting the attitudes and behaviours of employees toward change and means the shared values, beliefs and norms in an organization (Samsudin et al. 2020).

Transactional leadership concerns itself with exchanges of leaders and followers. It focuses on goal-setting, reward for goal attainment, and penalty for unmet expectations. While transactional leadership can motivate employees through by using extrinsic yet planned monitoring and rewards, it is not as effective in goal-oriented settings, such as those pursued by Non-profit organizations. The other interesting thing about this style is that it's more likely to be motivating short term but less likely to be motivating long term. Headhunting as a strategy of acquiring talent requires targeting and acquiring professionals with specific expertise and skill set. In the corporate field, for example, the practice of headhunting has been widely researched and examined for its implication on the success of an organisation in terms of innovation, performance and competitiveness. Employee attitudes, motivations, and commitment to a work organization span a wide range of mindsets that have implications for organizational and workforce performance (Ellinger and Ellinger, 2021).

That interaction is more complicated and varies depending on context from organizational culture, employee needs and resource availability. It has been suggested by research that leadership styles that focus on vision, support and participation (e.g., transformational, servant, democratic) are linked to stronger intrinsic motivation, a particularly important aspect in NPOs if mission fit is to be taken into account. While transactional and autocratic leadership styles might be necessary in some cases, they lean heavily on extrinsic incentives and control mechanisms that may not be as successful at sustaining motivation over the long-term within a Non-profit (Dicke and Ott, 2023). Finally, leadership that enable autonomy, purpose and personal growth are closely aligned to the motivational needs of non-profit personnel, highlighting the significant role of leadership style in employee motivation.

Servant leadership is characterized by the leader serving followers rather than focusing on his/her self-interests. It's about empathy, listening, stewardship and community. This style is common among many non-profit corporations, where the emphasis is to empower employees and create a positive work environment. Non-profit employees demonstrate improved job satisfaction and intrinsic motivation as a result of the practice of servant leadership. Empirically derived case studies with several non-profit organizations demonstrate these dynamics in a grounded context (Erdurmazlı, 2019). Transformational and servant leadership are both consistently linked with very high levels of intrinsic motivation, organisational commitment, and low turnover as is observed in INGOs and faith charities. Transactional leadership works well in times of crisis to get results immediately, but leads to burnout. Democracy encourages the spiritedness and creativity available in volunteer-driven organizations, even if the collective decision-making isn't always the most efficient. In contrast, laissez-faire leadership in new (startup) Non-profits are negatively related to motivation and organizational performance (Kabeyi, 2019).

Transformational leadership works well in this kind of environment. Transformational leaders appeal to psychological needs underpinning intrinsic motivation by motivating their employees with an exciting vision and free rein, achievement, and connectedness. It's a strategy that not only increases job satisfaction, but also deepens their commitment to the organization and decreases turnover, as

employees see their day-to-day as more meaningful. These include high levels of volunteer retention, and motivation to actively engage in social change work, observed among participants who have been exposed to transformational leadership international education non-governmental organisations (NGOs) (Powell and Bromley, 2020).

Servant leadership adds to this aspect the emotional and relational components of motivation. Leaders who focus on empathy, trust-making, and self-improvement breed a supportive culture where employees really feel they are valued and resources for one another. This fits well with the communal, servant, and selfless value initiatives commonly practiced in non-profit models (e.g., faith-based charities), where servant leadership has predicted increased volunteer satisfaction, dedication, and sense of community together with inferior monetary recompense. Motivation is heightened through Democratic Leadership by promoting inclusiveness and by favouring shared decision-making. They also have a say in the company, so they own the company and become engaged, and that's more creative and more cooperative. But there are challenges associated with consensus decision making, and in fast-paced environments the ongoing need to seek consensus can slow the process (Renz et al. 2024).

Transactional leadership, on the other hand, looks at set goals, task accomplishments, and performance-based rewards. This approach to leading can hike up productivity in the short-term and prove to be a useful technique when you are an administrator or creator or in a crisis, but it rarely generates the emotional commitment of long-term engagement. Long-term dependence on transactional leadership has also been linked to burnout and higher turnover rates, especially in under-resourced non-profits, where emotional resilience is a necessity. Autocratic and laissez-fairer leadership are overall demotivating in non-profit organizations (Theus, 2019). The top-down approach of autocratic leadership can sometimes alienate employees by leaving them feeling demotivated and stifling, which can cause discontent and turnover. The secretive leader behaviour, that is one of the most uninviting, and the passive-avoiding leadership style which is very low in guidance and direction, both of these insecure leadership, are known to result in role ambiguity, role conflict and low morale, and

this only reflects in work teams being low level in expertise and autonomy (Steiss, 2019).

These findings are illustrated by positive case-studies in different not-for-profit organisations for example, transformational leadership in global education initiatives has successfully linked employee's everyday tasks to overarching social missions, cultivating high motivation and stable teams. Servant leadership in the faith-based humanitarian domain is desirably associated with trust-building and relationship-building, which is crucial for teamwork and the actual achievement of the mission. Transactional leadership may be suitable for the immediate needs of disaster relief logistics, but possibly leads to disengagement in the long run (Zin et al. 2022). Innovative, independent environmental activists have been empowered by Democratic leadership to serve as the little engine that could. When leaders focus on intrinsic motivators using transformational, servant, and democratic styles, work environments are established that facilitate personal development, affective engagement, and continuous dedication. Although transactional leadership might be sufficient to serve immediate needs, and autocratic or laissez-faire leadership is harmful in general, a tailored and mission-based leadership is important to inspire motivation and drive impact in the donation sector (Treinta et al.2020).

5.2 Interpretation

5.2.1 Challenges in Leadership and Motivation in Non-Profit Organizations

While leadership plays a vital role in fostering motivation, non-profit organizations (NPOs) face unique internal and external challenges that can limit leadership effectiveness and hinder the motivational climate.

1. Resource Constraints

One of the most significant challenges is the chronic lack of financial resources:

- **Limited salaries and benefits** can make it difficult to retain motivated staff.
- Scarce resources may prevent investment in leadership training, employee development, and organizational infrastructure.

- Leaders may focus more on fundraising than people management, creating disconnects with staff.

Impact:

Even the most transformational leaders may struggle to sustain motivation when employees feel financially insecure or overburdened (Aboramadan and Dahleez, 2020).

2. Burnout and Emotional Fatigue

Due to the emotionally demanding nature of non-profit work (e.g., working with vulnerable populations, high workloads, exposure to trauma), burnout is common:

- **Emotional exhaustion** reduces the effectiveness of leadership efforts.
- Leaders may themselves experience compassion fatigue, diminishing their ability to inspire and support.
- High staff turnover disrupts team cohesion and drains morale.

Impact:

Sustaining motivation in the face of burnout requires consistent emotional support and an organizational culture that prioritizes well-being.

3. Informal and Inconsistent Leadership Structures

Many non-profits operate with **flat hierarchies** or rely on volunteer-based leadership, which can result in:

- Lack of role clarity and ambiguous authority.
- Inconsistency in decision-making and goal-setting.
- Reliance on informal power dynamics rather than structured leadership.

Impact:

Employees may become demotivated due to confusion, lack of accountability, or perceived unfairness (Al Harbi et al. 2019).

4. Cultural and Mission Misalignment

As NPOs expand or diversify, **cultural clashes** and **mission drift** can occur:

- Leaders may adopt corporate strategies that clash with non-profit values.
- Staff may feel disconnected from the original mission.
- Leadership decisions made without input from front-line staff can cause dissatisfaction and alienation.

Impact:

Perceived misalignment between leadership actions and organizational values damages trust and weakens motivation.

5. Resistance to Change

Many NPOs have strong legacy cultures and can be **resistant to innovation or structural change**, especially when driven by traditional leadership:

- New leaders may face pushback when trying to implement transformational or participative styles.
- Long-standing employees may prefer the “way things have always been.”

Impact:

Resistance creates friction that undermines leadership effectiveness and deters motivation, particularly among newer or younger staff who seek innovation and agility (Ali and Anwar, 2021).

6. External Pressures and Donor Influence

Non-profits are often beholden to the priorities of external funders:

- Donor expectations can force leadership to focus on **outputs over people**, compromising internal motivation.
- Conditional funding may limit leaders’ flexibility to invest in staff development or morale-building activities.

Impact:

The pressure to meet donor requirements can compromise staff-centered leadership and shift focus away from intrinsic motivators.

7. Lack of Leadership Development Opportunities

Many non-profits fail to invest systematically in **developing future leaders**:

- High workloads and small budgets leave little room for leadership mentoring or succession planning.
- Employees may feel there's a ceiling to their growth, reducing long-term motivation.

Impact:

The absence of career progression and leadership development reduces engagement, particularly among younger and ambitious employees (Baig et al. 2021).

5.2.2 Existing Leadership approaches for Motivation in Non-Profit Organizations

1. Interplay between Leadership and Motivation in NPOs

A robust connection among leadership style & motivation for staff in non-profit companies has been shown by several case studies and literature reviews. Financial incentives rule in for-profit settings, while in non-profits, the following factors motivate employees:

- **Alignment with mission and values**
- **Relational dynamics with leadership**
- **Opportunities for personal growth and contribution**

Employees are more invested, enthusiastic, and fulfilled in their work when their leaders exhibit leadership styles like servant leadership and transformational leadership, which emphasize empathy, vision, and empowerment.

2. Leadership Style as a Strategic Lever

Effective leadership in NPOs is not just about management—it is a **strategic tool** for enhancing organizational performance. By shaping culture, communication, and staff experience, leadership influences:

- Employee retention and performance
- Stakeholder trust and reputation
- Innovation and adaptability

Non-profits that fail to invest in leadership development often face **morale issues, turnover, and mission drift**, highlighting leadership as both a **human and organizational capital investment** (Chan, 2020).

3. The Role of Context in Shaping Leadership Effectiveness

One size does not fit all. A leadership style's efficacy is greatly influenced by the following factors:

- **Organizational size and maturity**
- **Type of services delivered (e.g., emergency relief vs. advocacy)**
- **Volunteer vs. paid workforce composition**
- **Cultural and geographical setting**

For example, transactional leadership may be necessary during crisis response but unsustainable in community-based or participatory advocacy contexts. This underlines the need for **adaptive leadership**, capable of blending multiple styles as required.

4. Tensions and Contradictions

The research also reveals **key tensions**:

- **Mission vs. Metrics**: Leaders are often caught between pursuing mission-driven goals and meeting donor-imposed performance metrics, which can demotivate staff.
- **Empowerment vs. Efficiency**: Democratic styles promote engagement but may reduce speed and clarity in decision-making, especially in hierarchical cultures.
- **Emotional Labour vs. Organizational Capacity**: While emotionally supportive leadership improves motivation, it requires time and energy that may not be available in resource-constrained environments (Do Adro et al. 2021).

These contradictions demand **nuanced, reflective leadership** that balances competing priorities while maintaining integrity and focus.

5. Critical Limitations in Current Practice

Despite progress in leadership theory and training, many NPOs continue to face challenges due to:

- **Lack of formal leadership pathways:** Promotion is often based on passion or tenure, not capability.
- **Underrepresentation of marginalized voices** in leadership roles, particularly in international NGOs.
- **Inconsistent leadership accountability:** Without performance metrics or stakeholder feedback, ineffective leaders may persist in their roles.

Addressing these requires a sector-wide shift toward **evidence-based leadership development** and **inclusive leadership practices** (Fang et al. 2019).

5.3. Link between Research Findings and Literature Review

The responses of the survey and the leadership and motivation dynamics explained in the review of literature clearly illustrates and validates the leadership and motivation movements within non-profit organizations. The most prevalent style undergoing transformation leadership (60.6%) according to the respondents (Q5), is validated by the literature underlining transformational leadership in stimulating intrinsic motivation by means of glancing at the vision, thought provoking, and personalized attention (Theme 1). This is supported by the fact that organizational vision has a very strong clarity among the leaders (80%, Q4), which is specifically important in encouraging both employees and volunteers, as encouraged in the concepts of transformational and servant leadership (Themes 1 and 2).

In addition, participative decision-making environment, which was reported to be by 73.3 percent of the respondents (Q6), lies in agreement with the democratic leadership style that fosters autonomy and involvement, which facilitates regulation and inspiration (Theme 3). The constructive feedback (73.3%, Q7) and positive recognition of achievements (50% very frequent, Q8) further help to picture the role of the leader in keeping the motivation through acknowledging efforts and supporting

the development, as it is discussed in the literature with the reference to servant and transformational leadership.

The friendly attitude towards mistakes as learning evaluations (50%, Q12) and the availability of a leader (83.3%, Q9) proves the encouraging and enabling nature of the environment that is so essential to motivate within non-profits as has been covered in the literature. This is because the results support the relevance of adaptive value-based leadership in surmounting resource limitations and building commitment in mission-based groups, thereby confirming that the leadership behavior in the answer survey is appropriate relative to existing theories of motivation and requirements of non-profit organizations.

5.3 Conclusion

Leadership in non-profit organizations must be **intentional, inclusive, and mission-aligned** to effectively motivate employees and volunteers. The most successful leaders draw on transformational, servant, and participative styles to create environments where people feel valued and inspired. As non-profits navigate increasingly complex challenges, adaptive and emotionally intelligent leadership is essential for sustaining commitment, innovation, and impact.

Chapter 6: Conclusion and Recommendations

6.1 Introduction

Leadership styles have an effect on employee motivation in non-profit organizations, and this chapter summarizes the main research on the topic. It discusses the positive and negative aspects of the study's methodology, draws attention to the study's theoretical and practical consequences, and concludes with specific suggestions for both current and future research on nonprofit leadership.

6.2 Summary of the Study

Leadership style has a big influence on employee motivation in non-profit organizations. In these types of organizations, employees are more driven by non-monetary factors, such as a sense of purpose, personal values, and social impact, rather than by cash benefits alone. Facilitating creativity and fostering a sense of belonging to the organization's purpose are two ways in which autonomy-supportive transformational leadership may boost employee intrinsic motivation. More ownership and innovation may result from democratic leaders' encouragement of participation and inclusion, particularly in cooperative and grassroots contexts. However, Guzmán et al. (2020) found that although transactional leadership focused on punishment and rewards works for task-oriented roles in the short term, it fails to sustain long-term commitment and emotional engagement and may even contribute to burnout.

Both authoritarian and laissez-faire leadership styles are bad for employee motivation; the former may drive people away by limiting their autonomy, while the latter breeds indecision and disengagement. Case studies of several non-profit groups have shown these processes at work, including grassroots environmental collectives, faith-based charities, disaster relief organizations, and global education NGOs. According to Howard-Grenville et al. (2019), the most successful leadership style for non-profit volunteer engagement was adaptive mission-driven leadership, which prioritizes employee empowerment and relational support.

The purpose of this dissertation was to use primary sources to investigate the effects of different leadership styles on employee motivation in nonprofits. Given the specific difficulties of mission-driven workplaces, a literature review indicated that leadership is crucial in maintaining motivation. Financial incentives are often low in the nonprofit sector, so workers and volunteers are motivated mostly by a sense of purpose, the positive effect on the community, and how well their beliefs line with the organization's. Leaders in these settings need to motivate their teams to achieve more than just getting things done. (Netzer, 2020).

6.3 Key Findings

- **Transformational leadership** consistently fosters high levels of intrinsic motivation by connecting individuals to a compelling mission and encouraging personal growth.
- **Servant leadership** builds trust, inclusion, and commitment—key for engaging volunteers and frontline workers in values-based organizations.
- **Democratic leadership** enhances motivation by fostering autonomy, participation, and a sense of ownership.
- **Transactional leadership** has limited but valuable applications in managing operational tasks and ensuring compliance in non-profit administration.
- **Autocratic and laissez-faire styles** generally reduce motivation, especially in collaborative, empowerment-focused cultures.
- Motivation in non-profits is mediated by contextual variables such as mission alignment, emotional labor, volunteer engagement, and resource constraints.
- **Hybrid leadership models**, which blend styles based on situation and team needs, are emerging as effective strategies in dynamic non-profit environments (Perić et al. 2020).

6.4 Theoretical Implications

This study contributes to leadership and motivation theory by emphasizing the **sector-specific nature** of these dynamics. Traditional models developed in corporate contexts do not fully capture the motivational landscape of non-profits. Key theoretical implications include:

- The need to **reframe motivation theory** to prioritize intrinsic, value-based rewards in non-profit settings.
- Recognition of **servant leadership** as a central leadership model in mission-driven environments.
- Support for **adaptive and hybrid leadership frameworks** that accommodate the complexities of non-profit work (Purwanto et al. 2021).

6.5 Practical Implications

For non-profit leaders, HR practitioners, and organizational developers, this study offers several actionable insights:

1. Leadership Development

- Invest in training that cultivates **transformational, servant, and participative leadership skills**, including empathy, communication, and visioning.

2. Volunteer Management

- Use **servant and democratic leadership** to empower and retain volunteers by recognizing their contributions and involving them in decisions.

3. Motivation Strategies

- Prioritize **non-financial motivators** such as recognition, role meaningfulness, and growth opportunities, especially when budgets are tight.

4. Organizational Culture

- Foster a culture of **collaboration, mission alignment, and inclusion**, led by managers who model these values through their leadership.

5. Adaptive Leadership

- Encourage leaders to **adapt their styles** based on context—e.g., transformational when launching new programs, transactional when managing deadlines (Qalati et al. 2022).

6.6 Limitations of the Study

This research has a few drawbacks, yet it still offers significant insights:

To begin with, the size of the sample used in the research, 30 respondents, might restrict generalizability of the study, with reference to the various types of non-profits making organizations.

Second, the use of self-reported data by asking closed-ended survey items can induce biased response since the scrutinized will give answers that are socially acceptable.

Third, the explanatory mode of the study does not capture the perceptions that change over time, and this limits the interpretation of dynamics of leadership and motivation.

Moreover, the results may be misrepresented by the overrepresenting of some sections of the non-profit sector, e.g. educational sphere, and therefore, fail to address any leadership issues peculiar to a given field.

Finally, the survey is more time consuming to undertake the study. Such limitations imply using the findings cautiously and also demonstrate the necessity of conducting more studies involving bigger, more diverse cohorts and mixed-method studies.

6.7 Recommendations for Future Research

To deepen understanding of leadership and motivation in non-profits, future research should:

- Future studies ought to increase sample sizes and variety of non-profit sectors to contribute to the applicability of the findings. The mixed approach of qualitative interviews along with the quantitative surveys would give more information on the phenomenon of leadership and motivation peculiarities.
- Longitudinal studies might be used to trace the events over time to reveal the influence of leadership styles on motivation in the event of growth or a brewing crisis in an organization.
- It would also be important to go into the aspects of culture and regional differences, since leadership effectiveness is impacted by socio-cultural aspects. Also, it would be interesting to research volunteer-only groups to determine special motivational sources, independent of the paid employees, which would add value to the leadership approaches that apply to various non-profit functions (Guhr et al. 2019).

This section outlines evidence-based strategies and actionable practices that non-profit leaders can adopt to improve their leadership effectiveness and sustain employee motivation. These strategies draw on both academic insights and sector-specific best practices.

1. Invest in Leadership Development

Strong leadership begins with intentional development. Many NPOs lack formal leadership pipelines, which can lead to inconsistent management and missed opportunities for internal growth.

Strategies:

- Implement mentoring and coaching programs.
- Give classes on EQ, resolving conflicts, and adaptive leadership.
- Partner with leadership development organizations (e.g., Bridgespan, Non-profit Leadership Alliance).

Outcome:

Well-trained leaders are better equipped to inspire, engage, and retain motivated employees.

2. Foster a Mission-Driven Culture

Employees in non-profits are highly mission-oriented. When the mission is visibly upheld and championed by leadership, it strengthens purpose and morale (Almas et al. 2020).

Strategies:

- Consistently link daily tasks to organizational impact.
- Celebrate mission milestones and successes with the whole team.
- Ensure leadership decisions reflect core values.

Outcome:

Reinforces intrinsic motivation and organizational commitment.

3. Practice Inclusive and Participatory Leadership

When employees feel heard and involved, their sense of autonomy and ownership increases, which boosts motivation.

Strategies:

- Create channels for staff input in decision-making.
- Use team-based planning, town halls, or anonymous feedback tools.
- Build cross-functional teams to promote inclusivity.

Outcome:

Greater trust in leadership, increased creativity, and stronger alignment with organizational goals.

4. Encourage Work-Life Balance and Well-Being

Non-profit work often leads to burnout. Leaders must prioritize mental health and sustainability.

Strategies:

- Set realistic expectations and boundaries.
- Offer flexible work arrangements and paid wellness leave.
- Normalize conversations about emotional health and self-care.

Outcome:

Reduced burnout and improved long-term motivation and retention.

5. Recognize and Celebrate Contributions

Recognition is a powerful motivator, especially in environments where financial incentives are limited.

Strategies:

- Regularly highlight employee achievements in meetings or newsletters.
- Develop non-monetary reward systems (e.g., certificates, appreciation days).
- Encourage peer-to-peer recognition programs.

Outcome:

Builds morale, reinforces positive behaviour, and enhances engagement (Akingbola et al. 2023).

6. Strengthen Communication and Transparency

Lack of clear communication leads to mistrust and disengagement. Transparent leadership promotes psychological safety and motivation.

Strategies:

- Share updates on goals, finances, and challenges.
- Be honest about uncertainties or limitations.
- Use regular check-ins and open-door policies.

Outcome:

Employees feel valued and informed, which fosters loyalty and reduces ambiguity.

7. Develop Clear Career Pathways

Employees need to see a future within the organization to remain motivated.

Strategies:

- Establish progression frameworks and role clarity.
- Provide access to professional development and certifications.
- Promote from within whenever possible.

Outcome:

Motivates employees to grow, stay longer, and invest in the organization (Moura et al. 2020).

8. Leverage Technology for Leadership and Motivation

Digital tools can enhance leadership reach, communication, and employee engagement.

Strategies:

- Use collaboration platforms like Slack, Trello, or Asana.
- Implement employee engagement surveys.
- Facilitate remote leadership development through webinars and courses.

Outcome:

Increased connectivity, inclusiveness, and engagement among distributed teams.

9. Tailor Leadership to Organizational Context

Different NPOs face different challenges. Leadership approaches must be adaptive to context, mission, and team composition.

Strategies:

- Conduct leadership assessments to identify strengths and gaps.
- Align leadership style with the needs of the team and mission.
- Encourage adaptive leadership that blends transformational, servant, and democratic elements.

Outcome:

More responsive, flexible, and effective leadership that drives motivation in diverse environments.

10. Build a Feedback-Driven Culture

Continuous feedback helps leaders understand motivational drivers and adjust their approach.

Strategies:

- Use 360-degree feedback tools.
- Encourage regular performance and development discussions.
- Create a culture where constructive feedback is valued.

Outcome:

Improved leadership effectiveness and more engaged, self-aware teams (Ortega-Rodríguez et al. 2020).

6.8 Final Reflection

In an era where non-profits are expected to do more with less, leadership becomes a central lever for organizational success and employee well-being. This study affirms that **motivational leadership in non-profits must be emotionally intelligent,**

mission-driven, and inclusive. Leaders who empower others, cultivate purpose, and adapt their style to the evolving needs of their teams will not only sustain motivation but also drive greater social impact. By synthesizing sector-specific literature, this dissertation offers a roadmap for non-profit leaders to enhance employee engagement, build resilient teams, and lead with both heart and strategy. As the non-profit sector continues to evolve, effective leadership remains its most valuable—and human—resource.

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