

The OCB Determinant of Employees in Non-Profit Organization; Leadership Role and Work Engagement

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Abstract

This study aims to examine the effect of transformational leadership behavior, transactional, and work engagement on organizational citizenship behavior (OCB) in the context of non-profit organizations or communities (NPO) in Indonesia. Referring to the judgment sampling technique, the amount of primary data obtained is as many as 120 employees who work at NPO in Bogor, West Java, Indonesia. To verify the research hypothesis, a structural equation modeling technique based on partial least squares was applied. The results show that transformational, transactional leadership, and work engagement affect OCB. The results of this study may be useful for NPO leaders and supervisors, especially regarding the influence of leadership behavior on the work results of human resource assets. Due to the limited amount of research conducted on leadership in non-profit organizations, this research contributes theoretically and empirically to the leadership literature as it is the first study to investigate the two leadership styles on work-related outcomes and work engagement in the non-profit sector.

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1. Introduction

Every organization of human resource management (HR) concept from multiple industries needs a strong leadership team to succeed. This is true for non-profit organizations (NPO), where the executive, the founder, and the manager need to rebound the staff, the volunteer, and the donor for a common goal (Fredericksen et al., 2015). NPO always face a rapidly changing environment, complexity, and globalization that has attracted the attention of HR professionals about the importance of leadership in an organization because it will affect the quality of service, employee retention, and overall business performance (Parsehyan, 2017). In NPO, we can see how increasingly important this organization is when the leader of this organization meets with very complex managerial tasks and assignments, including insufficient

resources and an ambiguous work environment. Also, it can show that the leader in NPO needs to have the competency and attribute in management. However, it is not only the highly successful people or company that can provide this kind of inspiration and motivation – leadership can happen at any level of the organization, so it is important to ensure that the organization has a complementary team that feels empowered to lead from wherever they are. According to the Forbes Council of NPO (Forbes Nonprofit Council, 2018), these are types of unique leadership that every organization must have; solving the community problem, having a high social alignment, and focusing on power, communication, and marketing. Especially, the leader needs effective managerial skill, personal integrity, vision, and aspirations to work with volunteers or employees of the organization. In Indonesia, a company needs to concentrate on HR to improve the quality and reduce the cost.

Leadership is an interpersonal influence due to a communication system to achieve the organizational goal (Parsehyan, 2017). It has also been documented in previous research that leadership can influence organizations and individuals. We can see that an effective leader can influence their followers to behave in a way that promotes positive results for the organization (Agard, 2011). Moreover, these leaders are supposed to contribute more benefits to the workplace than human resources in the organization. Therefore, leadership that can influence the performance of employees, satisfaction, and effectiveness, and promotes the positive attitude of employees is important in an organization.

In general, leadership as a research topic has been a significant subject of study since the last decade. The research that focuses on transformational and transactional leadership styles is a useful approach to improving the leaders' effectiveness (Aarons, 2006; Avolio, Bass, & Jung, 1999; Eliyana, Ma'arif, & Muzakki, 2019; Juyumaya & Torres, 2023). In this case, the leader should be able to stimulate, move, and inspire their employees to achieve the goal (Bernard M. Bass, 1990). Specifically, the literature has previously documented that leadership influences the work outcomes of employees, especially in organizational citizenship behavior (OCB) in various contexts (Abdullahi, Anarfo, & Anyigba, 2020; Aboramadan & Dahleez, 2020; Carter et al., 2013). Despite the increasing awareness of the importance of leadership in NPO, the role of leaders has been discussed in several literatures (Parsehyan, 2017). As an illustration, although the type of transformational transactional leadership has been widely applied in business, this type is neglected in NPO. Furthermore, most research on leadership in NPO is based on the boards' analyses rather than the individual leadership style.

Apart from many empirical studies on work-related attitudes and behavior of leader-follower in the private sector, several suggestions have been made in various studies for further investigation of the important role of leadership in leader-follower interaction in NPO (Aboramadan & Dahleez, 2020; Park et al., 2018). With several

studies on the relationship between leadership style and employee outcomes presented previously, empirical support is still insufficient regarding the consequences of leader-follower relationships in the nonprofit context. There is also inadequate insight into the leadership effect of employee outcomes in NPO. Therefore, further empirical studies are needed to examine leadership roles and work engagement to develop the OCB of NPO employees. In NPO context, this research aims to investigate the impact of leadership styles, transactional and transformational leadership, and work engagement on the OCB of employees in the organization. This article provides some insights into the importance of work engagement as an intervention mechanism in leader-employee relationship outcomes.

2. Review of Theory and Hypothesis

The Leadership Theory

Leadership style is a pattern that influences individual behavior (Bass & Bass, 2008). Different leadership styles have been investigated in previous literature, it found that transformational and transactional leadership are the most studied in the leadership style. Specifically, Bass & Bass (2008) explains that the transformational leader refers to the leaders who were followed by their subordinates to achieve the organizational goal. It shows us that through the trust and respect of the subordinates for their leader. Meanwhile, it has been agreed that transformational leadership consists of these elements; charisma, inspirational motivation, intellectual stimulation, individual consideration, and personal recognition. Charisma is known as a category of personality characteristics that refers to the influence of a leader on behavior and individual feelings (Basalamah & Ashoer, 2020). Meanwhile, inspirational motivation refers to the ability of a leader to articulate an attractive vision to their followers, instill confidence in followers, and inspire them (Bass & Bass, 2008). Furthermore, intellectual stimulation refers to how the leader improves their followers' abilities and skills to consider and analyze the problem (Bass, 1999). As the fourth component of transformational leadership, individual consideration emphasizes the leaders' role in coaching and mentoring their followers to express their potential through learning opportunities. On the other hand, personal recognition focuses on the leaders' reward for the great employee and giving awards to deserving employees.

On the other hand, the idea of transactional leadership is that the leader sets the guidelines of work that employees must follow (Bass, 1999). Therefore, this leadership type is to maintain the flow of operations in the organization. The transactional leader is responsible for setting goals, determining requirement tasks, and defining roles to motivate subordinate loyalty, reduce resistance, and encourage achievement (Parsehyan, 2017). The transactional leadership style consists of two dimensions; contingent rewards dan management by exception ((Deichmann & Stam, 2015).

Specifically, the continental reward is based on the assumption that the leaders identify the task and the reward for their employees because of their achievements. In this case, there is an agreement between the leader and the follower based on the motivation for rewards and sanctions. In other words, the transactional leader provides the reward according to the target of their employees' achievement.

The Leadership in the Context of NPO

Leadership in NPO as a research topic has received significant interest from academics and researchers due to the continuous changes and challenges. In an era of limited financial and human resources, which includes the continuous change of work environment, the leader in NPO must handle their roles creatively and innovatively to achieve the organizational goal. (Fredericksen et al., 2015). In general, the employees of NPO are not paid well compared to their colleagues in business enterprises and governments. As a result, the employees' perception of respect will be distorted which results in lower engagement at work (Park et al., 2018). Therefore, the leader of NPO has an important role in providing a positive workplace outcome because the continuous goal of this organization is to improve performance.

The Leadership and OCB

Organizational Citizenship Behavior (OCB) refers to the extra actions of employees outside their work, which contribute to organizational development (Organ, 1997). These actions are not necessarily recognized in the reward scheme of the organization because it is a voluntary action of the employee (Carter et al., 2013; Podsakoff & MacKenzie, 1997). Specifically, the OCB contributes to psychological and social work that maintains to supports the performance of employees (Organ, 1997). In addition, the OCB has the benefits of building social capital and increasing the overall organizational effectiveness. Transformational leadership is important in promoting the OCB, which allows the transformational leader to motivate their subordinates to perform beyond their jobs that challenge the complexity of their work (Avolio et al., 2004). It implies that the transformational leader can expand the employees' willingness to engage in extra-role performance to increase the OCB. On the other hand, we can see that transactional leadership has an important role in promoting the OCB. The contingent reward may be related to the OCBs' follower because the follower decides to engage in the OCB based on their beliefs about the potential of incentives and rewards. Therefore, the follower needs to act on the system of rewards and sanctions.

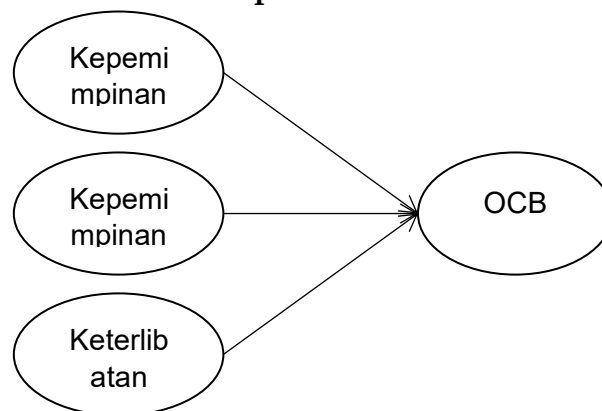
The Work Engagement and The OCB

Work engagement is generally considered "a positive and satisfying of mind due to work characterized by enthusiasm, dedication, and absorption" (Leiter & Bakker,

2010). Several studies have identified that engaged employees have job satisfaction, organizational commitment, and job performance that are higher than their colleagues who have a lower level of engagement, along with a lower turnover intention (Juyumaya & Torres, 2023; Kahn, 1992). Engagement is a predictor that influences the employees' attitudes and performance in the non-profit organization (Park et al., 2018). The different characteristics of NPO increase the complexity concerning the operation and practice of HR. From the perspective of HR, several unique characteristics of NPO should be considered about the potential of increased involvement of paid workers. NPO differ from non-profits because they are value-oriented rather than performance-oriented (Aboramadan & Dahleez, 2020). The non-profit business focuses on efficiency and effectiveness to achieve the financial goal, whereas the profit is for maintaining and developing the further business. Therefore, in a non-profit organization, an employee and a group of employees (team) are often considered as the important source of knowledge (Digest, 2021).

The Conceptual Framework and Hypothesis

Picture 1. The conceptual framework of research



Picture 1. It illustrates a conceptual framework based on theoretical studies and previous research on the leadership style, work engagement, and the practice of OCB within NPO in Indonesia. Thus, the following hypotheses are proposed in this research;

- H1: Transformational leadership has a positive effect on the staff of OCB in NPO.
- H2: Transactional leadership has a positive effect on the staff of OCB in NPO.
- H3: Work engagement has a positive effect on the staff of OCB in NPO.

3. Method

This research adopts a positivistic paradigm. Furthermore, the application of the quantitative approach design aims to examine the influence of transformational and transactional leadership, as well as the work engagement toward the OCB of staff in Indonesia.

The Respondent and Data Collection

Through the technique of sampling judgment (Newman, 2014), The collected data is the data of non-executive employees in a non-profit organization that has social activities in Bogor, Indonesia. The work target of the organization is social, educational, and religious development. In the first stage, the random questionnaire was spread online to the employees via WhatsApp and email. The data collection process is for two months, from October 2022 to November 2022. The researcher received 120 questionnaires used for the statistical analysis, which resulted in a response rate of 50%. It is acceptable because there is no consensus in the social science research about the minimum threshold of acceptable response rates. Specifically, the research participation was completely voluntary, and the respondents were promised to receive the descriptive statistics of the research to encourage them to fill out the form.

The average age of respondents was 30-35 years, and the majority of respondents were men (61.4%). In the educational background of respondents, almost all respondents, 91% of respondents were a bachelor while 9% were a master and a doctorate. In work experience, 33.5% of respondents had worked for more than three years, 60% had worked for three to seven years, and 6.5% had worked for more than seven years. Based on the position in an organization, 73% of respondents were in the administrative position, while 27% were in the administrative position and the project management position. This demographic is considered representative enough to predict the OCB of staff due to leadership and work engagement.

The Measurement and Data Analysis

The online questionnaire consists of two parts, the first part is about personal information, and the second part is asking questions about leadership style (transformational and transactional leadership), work engagement, and the OCB. All variables were measured using a 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Based on the research objective, the researcher adapted the structural equation modeling (SEM) analysis based on the partial least square (PLS). According to Sarstedt et al. (2021), The SEM-PLS is considered a soft modeling approach in which strong assumptions about distribution, sample size, and measurement scale are not required. The SEM-PLS model consists of two elements, the outer model (also called the measurement model), which describes the

relationship between the measurement variable and each latent variable, and the inner model (also called the structural model), which describes the relationship between the latent variable (Hair et al., 2019).

4. Result

Table 1. The Result of Measurement Model Test (outer model)

| Variable | Items | Item Weight | C.A. | rho_A | C.R. | AVE |
|---|-------|-------------|-------|-------|-------|-------|
| Transformational Leadership | Ktf1 | 0.749 | 0.867 | 0.869 | 0.889 | 0.672 |
| | Ktf2 | 0.822 | | | | |
| | Ktf3 | 0.780 | | | | |
| | Ktf4 | 0.776 | | | | |
| | Ktf5 | 0.790 | | | | |
| Transactional Leadership | Kts1 | 0.861 | 0.875 | 0.879 | 0.896 | 0.681 |
| | Kts2 | 0.852 | | | | |
| | Kts3 | 0.849 | | | | |
| | Kts4 | 0.794 | | | | |
| | Kts5 | 0.815 | | | | |
| Work Engagement | Kk1 | 0.862 | 0.857 | 0.854 | 0.889 | 0.644 |
| | Kk2 | 0.879 | | | | |
| | Kk3 | 0.890 | | | | |
| | Kk4 | 0.857 | | | | |
| Organizational Citizenship Behavior (OCB) | OCB1 | 0.882 | 0.854 | 0.856 | 0.873 | 0.692 |
| | OCB2 | 0.849 | | | | |
| | OCB3 | 0.884 | | | | |
| | OCB4 | 0.828 | | | | |

Source: Processed Primary Data, 2023

Table 2. The Discriminant Validity Test (Fornell-Larcker)

| | Average | Deviation Standard | Ktf | Kts | Kk | OCB |
|-----------------------------|---------|--------------------|--------------|--------------|--------------|--------------|
| Transformational Leadership | 3.76 | 0.67 | 0.819 | | | |
| Transactional Leadership | 3.61 | 0.64 | 0.539 | 0.824 | | |
| Work Engagement | 3.64 | 0.69 | 0.501 | 0.590 | 0.802 | |
| OCB | 3.79 | 0.51 | 0.609 | 0.524 | 0.565 | 0.831 |

The OCB Determinant of Employees in Non-Profit Organization; Leadership Role and Work Engagement

* The Square Root of The Average Variance Extracted (AVE s) is shown diagonally (in bold).
Source: Processed Primary Data, 2023

Table 3. The Result of Hypothesis Test using Bootstrapping

| Hypothesis | | <i>Std. β</i> | Std. Error | T-value | P-value | Decision |
|------------|-----------------------|--------------------------------|------------|---------|---------|----------|
| H1 | Ktf \rightarrow OCB | 0.389 | 0.095 | 4.094 | 0.000 | Accepted |
| H2 | Kts \rightarrow OCB | 0.211 | 0.112 | 1.882 | 0.053 | Rejected |
| H3 | Kk \rightarrow OCB | 0.325 | 0.103 | 3.155 | 0.009 | Accepted |

Notes: Ktf: Transformational Leadership; Kts: Transactional Leadership; Kk: Work Engagement; OCB; Organizational Citizenship Behavior. Significance: T-statistic > 1.98; P value < 0.05 (5%)
Source: Processed Primary Data, 2023

The External Assessment Model

The assessment of the externally reflective model includes composite reliability to evaluate internal consistency, reliability, and Average Variance Extracted (AVE) to evaluate the convergent validity. Moreover, the criteria of Fornell-Larcker are useful to assess the discriminant validity. First, the individual reliability of each item is determined by analyzing the load or simple correlation of the measure or indicator with its respective construct. To show a good fit, the external load indicator should be higher than 0.7 (Hair et al., 2019). Second, the alpha value and CR Cronbach exceed the minimum requirement of 0.7, which shows the reliability is satisfactory (Table 1). Third, the AVE value is more than the threshold value of 0.50, which means the convergent validity is satisfactory. The discriminant validity is assessed using the correlation between the variable and the construct. It compares the square root of the AVE value with the correlation between the construct (Fornell & Larcker, 1981). The result of construct examination shows that the discriminant validity is satisfactory (Table 2).

The PLS method is used to examine the hypothesis because it focuses on the path coefficient interpretation and the variance rather than the overall model fit (Hair et al., 2019). The advantage of this method is the normal assumption distribution required by the structural equation models can be tolerated which means the more complex model can be estimated using the smaller size sample. The result of hypothesis test using the multiple sample iteration (bootstrapping) is illustrated in Table 3. Hypothesis 1 predicts that transformational leadership will have a positive relationship between the OCB and NPO employees. Transformational leadership is positively and significantly related to the OCB ($\beta = 0.389$, $p < 0.01$). So, hypothesis 1 is accepted. Hypothesis 2 shows that transformational leadership has a positive and significant impact on the OCB of NPO employees. The result shows that transactional leadership is positively but not significantly related to the OCB of NPO employees ($\beta =$

0.211, $p > 0.05$). So, hypothesis 2 is rejected. Hypothesis 3 predicts that work engagement will be positively and significantly related to the OCB of NPO employees. The result shows that work engagement has a positive and significant influence on the OCB ($\beta = 0.325$, $p < 0.01$), and it confirms hypothesis 3 at the same time.

The Result of Hypothesis Test

The PLS method is used to examine the hypothesis because it focuses on the path coefficient interpretation and the variance rather than the overall model fit (Hair et al., 2019). The advantage of this method is the normal assumption distribution required by the structural equation models can be tolerated which means the more complex model can be estimated using the smaller size sample. The result of hypothesis test using the multiple sample iteration (bootstrapping) is illustrated in Table 3. Hypothesis 1 predicts that transformational leadership will have a positive relationship between the OCB and NPO employees. Transformational leadership is positively and significantly related to the OCB ($\beta = 0.389$, $p < 0.01$). So, hypothesis 1 is accepted. Hypothesis 2 shows that transformational leadership has a positive and significant impact on the OCB of NPO employees. The result shows that transactional leadership is positively but not significantly related to the OCB of NPO employees ($\beta = 0.211$, $p > 0.05$). So, hypothesis 2 is rejected. Hypothesis 3 predicts that work engagement will be positively and significantly related to the OCB of NPO employees. The result shows that work engagement has a positive and significant influence on the OCB ($\beta = 0.325$, $p < 0.01$), and it confirms hypothesis 3 at the same time.

5. Discussion

Transformational leadership has a positive and significant impact on the OCB of NPO employees in Bogor, Indonesia. These findings are consistent with previous research that has different contexts and cultures (Abdullahi et al., 2020; Eliyana et al., 2019; Juyumaya & Torres, 2023). This result can be explained by the fact that the transformational supervisor of NPO in Indonesia can lead their employees to put aside their interests for the general interest of the organization using the vision and mission to enable the subordinates to identify themselves with the organization. Also, recognizing the value of employees who want to contribute to a sense of trust for mutual help between the employees when handling a volunteer activity. In addition, the application of transformational leadership can improve employee engagement in extra roles outside of their main duties so that they can improve their daily work. Considering that NPO needs such as education, charity, and others are the philosophical movement. The respondent felt their leader could bridge the conversation between strategy and tactic of organization among the needs of target activity.

The use of transactional leadership does not contribute significantly to the OCB practice among NPO employees in Bogor, Indonesia. This finding is different from the results of several previous studies. It is possible because the initiative of OCB among the employees may not be influenced by the application of rewards and/or punishments, which implies that the transactional supervisor has not been able to encourage the extra role among individuals. Furthermore, there are fundamental differences in culture that send confused messages about leadership, as if the leader is the one who has a certain title or a luxurious position so he/she must be followed (Bass, 1999). This stigma may be decisive anywhere, but not in the context of this research. The staff may realize that the true leader is the one who confronts the problems, challenges the quo status, and unlocks the potential of the people around them. It occurs at every organization level; the reality is that anyone, with any title, can lead.

Finally, the result shows that work engagement has a crucial role in encouraging the OCB among NPO employees in Bogor, Indonesia. This result is in line with the results of previous research (Aboramadan & Dahleez, 2020; Bakker & Demerouti, 2008). There is no doubt about providing the opportunity to develop, work, and take responsibility for various types of projects in NPO, so that it can stimulate OCB among staff. On certain occasions, employee engagement in decision-making is crucial because it can minimize various limitations in NPO, such as finance and career. On the other hand, the effective practice of leadership styles by the leader (either transformational or transactional styles) in the non-profit organization is a trigger for the employee to practice the OCB. They will feel more engaged in their work, they will show a higher level of commitment, so that they will perform in their extra roles.

6. Conclusions and Future Research

This research is one of a few research that examines the impact of transactional and transformational leadership on the attitude and behavior of employees in a non-profit organization. Theoretically, the current research enriches the leadership literature because of the scholarly desire to further investigate this topic. Practically, the research result provides insight into how the attitude and behavior of employees in non-profit organizations can be influenced by the behavior of their leader and supervisor. Additionally, this research recommends that non-profit organizations should highlight the importance of leadership development in their organization. Therefore, the training program for leaders can develop to provide the leader with the right tools and tactics to create a work environment where the employees will feel their work is important to them and they can show positive work results. However, this training program must consider the local leadership style to overcome the potential resistance.

Our study has several limitations despite its contribution. The first issue is the research design that limits the causality test between variables. Therefore, future research should consider the longitudinal, mediation, or moderation study to expand the assessment of causal research. Second, the researcher conducted this research on a non-profit organization in Bogor, Indonesia, to investigate the research hypothesis so that it could narrow the scope of generalization. This research recommends replicating the model with a larger sample from other Indonesian contexts. Third, this research relies on the data collection from the same source: an issue, which may be at risk of bias (common method bias). Future research should consider to collect the data from multiple sources.

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