


2018

# The Impact of Transformational Leadership on Nonprofit Volunteer Engagement and Commitment

Victoria Bohannon Buck  
*Walden University*

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# Walden University

College of Management and Technology

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Victoria Bohannon Buck

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Walden University  
2018

Abstract

The Impact of Transformational Leadership  
on Nonprofit Volunteer Engagement and Commitment

by

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MBA, Webster University, 2003

BA, Northwestern University, 1976

Dissertation Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Doctor of Philosophy  
Leadership and Organization Change

Walden University

August 2018

## Abstract

Nonprofit leadership attributes exert a significant effect on the nonprofit volunteer workforce to provide optimal service delivery to communities. Meeting the local community demands challenges nonprofit leadership to model inspirational behavior and attitudes that may motivate workers to transcend personal aspirations to support organizational goals more effectively. The purpose of this quantitative, correlational study was to determine whether transformational leadership influences the level of commitment and engagement of volunteer workers in nonprofit organizations. A theoretical framework based on transformational leadership guided the research. The research questions addressed the relationships between transformational leadership and nonprofit volunteer engagement and commitment. A sample of 111 U.S. volunteers provided the data by completing an online survey containing questions from the Multifactor Leadership Questionnaire 5X Short, the Utrecht Work Engagement Scale, and the Organizational Commitment Questionnaire. Simple linear regression was used to test the relationship between the independent variable, transformational leadership, and the dependent variables, engagement and commitment and their subscales. The results indicated a significant positive relationship between transformational leadership and nonprofit volunteer engagement and commitment, and transformational leadership and 8 of 9 subscales of the dependent variables. Transformational leadership positively impacts social change by effectively motivating the nonprofit volunteer workforce, thereby enhancing service delivery to local communities.

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## Dedication

I would like to dedicate the completion of my Proposal to my Lord and Savior, Jesus Christ, who continues to guide my steps, define my focus, bring peace to my soul, and strengthen my resolve to step out confidently on faith. I acknowledge the support from my husband, Stanley W. Buck, M.D.; son, Christopher Bohannon Buck, and his wife, Ayana; son, Jonathan Bohannon Buck, M.D., MPH; daughter, Jennifer Lauren Fox, JD, MPH, and her husband, Brandon; and my beautiful granddaughter, Aria; my daughter, Christina Elizabeth Buck, JD; and my parents, Ida J. Bohannon and the late Morris E. Bohannon.

You have all provided me with love, encouragement, faith, and tireless sacrifice in support of the achievement of my personal goals. I love each of you for who you are and what you have so graciously shared with me! You inspire and motivate me to strive for excellence in every endeavor. I also dedicate this work to all of my extended family and friends whose friendship, love, prayers, and counsel are a catalyst toward achieving my goals. I feel blessed to have each of you in my life. You are my touchstones!!!

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## Chapter 1: Introduction to the Study

Since the mid-1980s substantial growth has occurred in the nonprofit volunteer sector (Riggio, Bass, & Orr, 2004). Volunteer support has increased due to a requirement for volunteer service hours for high school and college academic curricula, community civic involvement, corporate employee engagement and sponsorship, and baby boomers' civic volunteer support. Collaboration of employee-supported volunteering has dramatically increased the impact of service delivery compared to organizations whose leaders do not embrace the importance of citizen engagement and commitment (Mitchell, 2012). Leaders of local and national corporations, government agencies, and nonprofit organizations have recognized the value of citizen engagement and commitment in volunteer services. Nonprofit organizational leaders have recognized an increase in the level of community service delivery when engaged individuals committed to the organizational purpose are part of their collaborative team (Berman, 2015; Dvir, Eden, Avolio, & Shamir, 2002; Osula & Ng, 2014; Zhu, Avolio, & Walumbwa, 2009).

Sladowski, Hientz, and MacKenzie (2013) identified a new landscape for volunteer engagement that relates management of more engaged and committed volunteers to stronger, more viable, and more resilient communities. Leaders at the Centre for Voluntary Sector Research and Development (2010) challenged organizational leadership to broaden their perspective of service and volunteering toward nurturing active civic involvement and a diverse spectrum of engagement and commitment. Many researchers have linked transformational leadership to increased organizational commitment and employee engagement (Crawford, Rich, Buckman & Bergeon, 2014;

Deichmann & Stam, 2015; Popli & Rizvi, 2016; Zhu et al., 2009), but few researchers have examined the impact of transformational leadership on engagement and commitment in the nonprofit sector.

Freeborough (2012) acknowledged that researchers had established a link between transformational leadership, organizational commitment, and employee engagement, but Freeborough sought to examine the relationships of transformational leadership to volunteer engagement and commitment in the nonprofit sector on a multilevel scale. The findings of Freeborough's study established a significant link between transformational leadership and nonprofit leader engagement and commitment. The findings from this study offer a strategic advantage to nonprofit organizational leadership by providing them with an understanding of how to create engagement and nurture commitment among their volunteer workforce.

The theoretical framework of this study supports the need for leaders of nonprofit organizations to craft change responses to facilitate optimal performance outcomes. Leaders of nonprofit organizations could benefit from the development of an effective infrastructure for nonprofit organization leaders to align leadership with organizational engagement and commitment to manage strategic decisions, reduce operational costs, and improve operational outcomes. Chapter 1 contains a summary of the background of the study, the problem and purpose statements, the study research questions and hypotheses, the theoretical framework, nature of the study, definitions of variables, assumptions, scope and delimitations, and the significance of the study as it relates to theory, practice and social change.

### **Background of the Study**

Between 2007 and 2009, an economic recession in the United States significantly affected the financial well-being of nonprofit organizations. Inflationary effects negatively affected charitable giving by 15% (Freeborough, 2012). As the recession period eased, more nonprofit organizations and associations emerged. Since 2011, organizational leaders have created and registered nearly 1.5 million nonprofit organizations with the IRS. This increase represented a 21.5% growth of nonprofit organizations operating in the United States since 2001 (Pettijohn, 2013; Roeger, Blackwood, & Pettijohn, 2012). Leaders of nonprofit organizations that successfully survived the economic challenges of the recessionary period acknowledged tremendous financial stress, but attributed increased prospects for survival to effective leadership knowledge and skills (Salamon, Geller, & Spence, 2009).

Collaboration among nonprofit organizational leadership, workforce, stakeholders, and community resources could strengthen the future adaptability of nonprofit organizations. Change initiatives typically lead organizations into a state of confusion (Waller & Fawcett, 2013). However, change requires a nonprofit organization to have trained leadership and volunteers committed and engaged in the organization to ensure sustainability. Without focused leadership directives, a supportive organization culture, and the requisite human, physical, and technological resources to effect the change, there may be a limited prognosis for successful navigation through the change process (Alverson & Sveningsson, 2015; Porter-O'Grady & Malloch, 2014).

Organizational leaders recognize a gap in what volunteers seek in the volunteer experience and how leaders create engaged and committed volunteer workers (Baldwin & Rosenthal, 2015; Hustinx, Cnaan, & Handy, 2010; Riggio & Orr, 2004). Williams (2014) acknowledged gaps in research regarding how organizational leaders can gain benefit from developing strategic transformational leadership models that nurture volunteer engagement and commitment. Freeborough (2012) contended that leaders of for-profit organizations embraced transformational leadership theory, but asserted that researchers had not empirically established the value of the theory in nonprofit organizations within existing literature. Freeborough's intent was to determine if employee engagement and commitment increased in nonprofit organizations whose leaders embraced transformational leadership. Freeborough extended the research of Downton (1973), House (1977), and Burns (1978) by conducting a correlational study to measure the relationships between transformational leadership and employee engagement and between transformation leadership and organizational commitment. Freeborough surveyed a random sample of 389 participants from the nonprofit employee workforce using the Multifactor Leadership Questionnaire (MLQ-5x; Bass & Avolio, 1990) to measure transformational leadership, the Utrecht Work Engagement Scale (UWES-9; Schaufeli, Bakker, & Salanova, 2006) to measure engagement, and the Organizational Commitment Questionnaire (OCQ; Meyer, Allen, & Smith, 1993) to measure organizational commitment.

Freeborough (2012) indicated that a significant relationship existed between transformational leadership and employee engagement based on the results of a

multilevel engagement scale of vigor, dedication, and absorption. A significant relationship emerged between transformational leadership and organizational commitment in the normative commitment subscale level (Freeborough, 2012). However, Freeborough noted a negative relationship existed between transformational leadership and organizational commitment in the affective and continuance commitment subscales. Freeborough contributed significant empirical research findings to the field of transformational leadership as it relates to nonprofit organizations by assessing how transformational leadership styles relate to the unique differences between engagement and commitment in the nonprofit organizational sector. Freeborough noted that the differences are profound between for-profit and nonprofit organizations. This research study tested whether there was a significant relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations to measure how leadership effectiveness impacts the organizational commitment and engagement of workers. This study may help organizations in the nonprofit sector to create a sustainable workforce.

### **Problem Statement**

The purpose of nonprofit organizations is to meet the societal needs of communities across the United States. Since the mid-1990s, the number of nonprofit organizations has tripled in response to the growing social and environmental needs of the general public (Wing, Roeger, & Pollack, 2012). Due to economic challenges that accompanied the recessionary period of 2008-2012, resources in the private and government sectors have diminished, which has placed increased demands upon

nonprofit organizations in the areas of community services, planning, disaster preparedness, and child care (Stull, 2009; Tierney, 2006). The leaders of nonprofit organizations have experienced challenges meeting societal needs as a result of deficits in leadership, the workforce, and volunteers (Hopkins, Meyer, Shera, & Peters, 2014; Osula & Ng, 2014; Shepard, 2009; Tierney, 2006). Leaders of nonprofit organizations recognize their mission is to transform the conditions confronting their constituents and work intently to engage community partners in civic collaboration in meeting the evolving needs of the community. The mission and vision of nonprofit organizations often remain unmet.

Nonprofit organizational leadership provides the impetus to direct the mission and vision of the organization by ensuring the fulfillment of internal and external stakeholder interests. The nonprofit mission statement serves as a guide for the day-to-day organizational operations and activities. The organizational mission statement clarifies the organizational culture, framework, engagement, commitment, and available community resources necessary to provide service delivery (Williams, 2014). Effective nonprofit transformational leadership must ensure that the mission, vision, structure, culture, policies, and procedures guide the efforts of their leaders, employees, and volunteer workforce (Suresh & Rajini, 2013). Recent studies have shown a relationship between transformational leadership and the increased ability of an organization to achieve engagement among their workforce (Freeborough, 2012; Dumdum et al., 2002; Dvir et al., 2009). Transformational leaders effectively influence worker performance outcomes through enhancing worker engagement and commitment in the organization.

Traditional leadership is a hierarchical, autocratic style of leadership in which the leader issues organizational directives without feedback from the workplace. Senge (2014) noted that traditional views of leaders as special people who set the direction, make the key decisions, and energize the followers reflect an individualistic and nonsystemic worldview.

Transformational leadership is distinctly different from traditional leadership in its approach to setting organizational goals, vision, interaction with the workforce, management of the organizational change process, and ability to develop solutions that will support sustainable organizational success (Denhardt, Denhardt, & Aristigueta (2015). Moss, Dowling, and Callahan (2009) indicated that there appear to be intrinsic linkages between the practice of transformational leadership and the emergence of adaptive behaviors among an employee workforce. While many studies have examined the influence of transformational leadership on workers in for-profit organizations, few have linked transformational leadership effectiveness to the enhancement of volunteer workforce engagement and commitment (Breevart et al., 2013; Zhu et al., 2009). One reason for conducting this study was to address the gap in current literature regarding the impact of transformational leadership on nonprofit engagement and commitment.

The specific problem in this study focused on whether transformational leadership statistically impacted nonprofit volunteer engagement and commitment. The study extends prior research by determining whether transformational nonprofit leaders can



transform their volunteer workforce into an engaged and committed segment of the organizational workforce.

### **Purpose of the Study**

The purpose of this quantitative study was to examine the relationship between transformational leadership, engagement, and its subscales (i.e., vigor, dedication, and absorption), and commitment, and its subscales (i.e., affective, continuance, and normative). This quantitative correlational study served as a framework for evaluating the significance of the relationship between the independent and the dependent variables. This study involved an attempt to build on Freeborough (2012), who focused on the effect of transformational leadership on the employees of nonprofit organizations. The independent variable of this study was transformational leadership. The dependent variables were nonprofit volunteer engagement and commitment. The study involved assessing the likelihood of a statistically significant relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations to determine if charismatic leadership affected nonprofit organization volunteer performance outcomes. This study involved examining the relationship between transformational leadership and the subscales of engagement (i.e. vigor, dedication, and absorption) and the subscales of commitment (i.e. affective, continuance, and normative).

This correlational study, which entailed an investigation of the impact of transformational leadership on volunteer workforce engagement and commitment, built upon existing research studies to address the critical concerns of the nonprofit sector's management of volunteers (Breevart et al., 2013; Worth, 2014). Volunteers are often the

mainstay workforce of nonprofit organizations, as the leaders of more nonprofit organizations depend on community volunteers to drive the mission and vision of their organizations.

The study involved assessing the relationship between transformational leadership and the engagement and commitment of a volunteer workforce. Downton (1973), House (1977), Burns (1978), and Bass and Avolio (1990) conducted prior empirical research on transformational leadership. Previous researchers sought to establish a significant link between transformational leadership and organizational commitment among for-profit organizations. Researchers have also targeted the relationship between transformational leadership and the engagement and commitment of employees. Limited research exists in which researchers correlated the relationship between transformational leadership and increased organizational commitment among nonprofit organizations (Zhu et al., 2009). Lastly, researchers have conducted few studies that involved examining the relationship between transformational leadership and the engagement and commitment of volunteers in nonprofit organizations.

Identifying the correlations between effective leadership and the engagement and commitment of employees has led to positive organizational outcomes in for-profit organizations (Riggio et al., 2004). Gaining a better understanding of how transformational leadership can support more effective volunteer engagement and commitment could provide better performance outcomes among the nonprofit volunteer workforce and enhance its ability to meet community service requirements.

### **Research Questions and Hypotheses**

The relationship between transformational leadership and volunteer workforce engagement and commitment in nonprofit organizations was assessed during this study. Specifically, this research involved examining the relationship between transformational leadership, engagement, and its subscales: (i.e., vigor, dedication, and absorption), and commitment, and its subscales (i.e., affective, normative, and continuance). This quantitative correlational study served as a framework for evaluating the significance of the relationship between the independent and the dependent variables. Simple linear regression was used to measure the hypotheses to develop a predictive model in addition to the correlational analysis.

The research questions and hypotheses were as follows:

RQ1: What is the relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations?

$H_01$ : There is no relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

$H_a1$ : There is a relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ-5x. The dependent variable, volunteer workforce engagement in nonprofit organizations, was measured by utilizing the UWES-9. The hypothesis test assessed whether

transformational leadership was statistically related (i.e. correlated) to volunteer workforce engagement in nonprofit organizations.

RQ2: What is the relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations?

*H<sub>02</sub>*: There is no relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

*H<sub>a2</sub>*: There is a relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

The above hypotheses were tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ-5x. The dependent variable, a measure of volunteer workforce commitment in nonprofit organizations, was assessed by utilizing the OCQ. The hypothesis test assessed whether transformational leadership is statistically related (i.e. correlated) to volunteer workforce commitment in nonprofit organizations.

In research questions 1 and 2, the hypothesis tests assessed whether the total independent variable transformational leadership was statistically related (i.e. correlated) to volunteer workforce engagement and commitment in nonprofit organizations, respectively. The hypothesis tests for research questions 3 and 4 assessed which of the three dependent variable subscales was statistically related (i.e. correlated) to the independent variable transformational leadership. These hypotheses tests provided an in-depth measure of how the independent variable transformational leadership affected the dependent subscales.

RQ3: What is the relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations?

*H<sub>03</sub>*: There is no relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations.

*H<sub>a3</sub>*: There is a relationship between transformational leadership each of the subscales of volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of a set of simple linear regressions to see how transformational leadership impacted each of the subscales of engagement. The independent variable, transformational leadership, was measured by utilizing the MLQ-5x. The dependent variable, the subscales of volunteer workforce engagement in nonprofit organizations, was measured by the UWES-9. The subscales of engagement measured the level of engagement that the volunteer worker developed with the organization through a positive work experience. The three subscales were vigor, dedication, and absorption. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to the subscales of volunteer workforce engagement in nonprofit organizations.

RQ4: What is the relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations?

*H<sub>04</sub>*: There is no relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

*H<sub>a4</sub>*: There is a relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

The above hypotheses were tested by means of a set of simple linear regressions to see how transformational leadership impacted each of the subscales of commitment. The independent variable, transformational leadership, was measured by utilizing the MLQ-5x. The dependent variables, the subscales of volunteer workforce commitment in nonprofit organizations, were measured by utilizing the OCQ. The subscales of commitment measured the commitment that the volunteer worker developed with the organization through a positive work experience. The three subscales of commitment were affective, normative, and continuance commitment. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to the subscales of volunteer workforce commitment in nonprofit organizations.

The study involved objectively measuring the variables using published instruments that included the MLQ-5x to measure transformational leadership and its subscales, the UWES-9 to measure the dependent variable of volunteer engagement and its subscales and the OCQ to measure the dependent variable of volunteer commitment, and its subscales among volunteers in the nonprofit organization. Data analysis entailed using correlational and simple linear regression statistical tests. The findings serve as an extension of prior research on the relationships between transformational leadership and the engagement and commitment of nonprofit volunteers.

### **Theoretical Framework**

The theory of transformational leadership was suitable to examine the influence of charismatic leaders in motivating volunteers to become committed and engaged in the collective mission of the organization (Ariani, 2014; Freeborough, 2012).

Transformational leaders align volunteers' desired needs, motivations, self-identification, and personal goals with the mission and goals of the organization. Transformational leaders serve in multiple capacities with followers, including as a coach or mentor, team leader or facilitator, communicator, motivator, agent of positive change, role model, innovator, engagement and commitment builder, and stimulator of creative ideas (Bass & Avolio, 1994; Daft, 2014). An association exists between transformational leadership behaviors and dynamic and collaborative effects on followers' commitment, engagement, loyalty, and performance. Leaders exert transformational efforts on followers by fostering trust, inspiring innovation, and encouraging them to elevate the organizational mission and goals over self-interests (Bass, 1985).

The findings of this research study increased the understanding of nonprofit organizational leadership's ability to adapt to the changes in the management of the volunteer workforce. Bass (1990) and Burns (1978) provided the foundation for the theory of transformational leadership. Transformational leaders attempt to effect organizational change through an inspirational style of leadership. Transformational leadership inspires workers to embrace a change vision by strengthening their motivation, commitment, engagement, self-identity, and performance.

Chapter 2 of this research study include an examination of the theory of transformational leadership in relation to the impact of nonprofit organization leaders' behavior, attributes, and styles on their ability to create effective strategies for their volunteer workforce. The research study may benefit nonprofit organizations and local communities through the examination of the impact of effective leadership on volunteer

engagement and commitment. The study involved examining the theory of transformational leadership and its role in guiding an effective volunteer experience in nonprofit organizations. Though literature that closely aligns transformational leadership to employee engagement is lacking, researchers have shown that using transformational leadership will nurture increased engagement (Zhu et al., 2009). The study did not involve examining the theory of job satisfaction. Although engagement and commitment may be a consequence of personal satisfaction with the work undertaken, the theory of job satisfaction was not suitable for this study. Understanding the relationships between transformational leadership and the ability to empower a more engaged and committed volunteer workforce could lead to positive solutions to community service delivery and ensure a better prognosis for nonprofit organizations to meet the needs of communities in the United States.

### **Nature of the Study**

The research approach in this research inquiry was a correlational quantitative research design. The correlational research design was suitable for exploring the relationships between multiple variables or factors. Frankfort-Nachmias and Nachmias (2008) defined cross-sectional designs as the most predominant design in survey research used to examine the pattern of relationships between variables. Researchers have failed to clarify the relationship between transformational leadership and nonprofit volunteer engagement and commitment. Freeborough (2012) indicated that future research into how transformational leaders could significantly inspire and develop followers in a nonprofit volunteer workforce was necessary. The quantitative non-experimental



methodology was suitable to focus on the influence of transformational leadership on nonprofit volunteer workforce engagement and commitment.

The independent variable of this study was transformational leadership. The dependent variables were nonprofit volunteer engagement and commitment. Evidence in the grounding study (Freeborough, 2012) as well as other existing literature (Hallman & Harms, 2012; Huynh, Metzger, & Winefield, 2012; Mutambara & Mutambara, 2012) supported the measurement of a presumed relationship between transformational leadership and nonprofit volunteer engagement and commitment.

The study involved examining the relationship between the variables. A qualitative research methodology was not suitable, as researchers who use traditional qualitative research methods employ inductive reasoning to develop, but not test, theories based on data collected from study participants who have experienced the research phenomenon (Frankfort-Nachmias & Nachmias, 2008). The quantitative method included a deductive methodology to address the research questions, test the hypotheses, and assess the data collected from a random sample of the target population. The mixed method research approach was not suitable due to limited time, financial, and physical resources.

The study used correlational inferential statistical tests and established measurements to examine the hypotheses without manipulating the predictor variable. The quantitative, correlational, non-experimental research study included several published questionnaires to assess the relationship between the variables: the MLQ-5x to measure transformational leadership (Bass & Avolio, 1990), the UWES-9 to measure

volunteer engagement (Schaufeli et al., 2006), and the OCQ to measure the commitment of volunteers in nonprofit organizations (Meyer et al., 1993). A specific description of these instruments appears in the Instrumentation section of Chapter 3. Pilot testing these instruments was not necessary due to their demonstrated validity and reliability in previous studies.

SurveyMonkey® served as the host for the survey. The study included a population audience panel secured through SurveyMonkey®. The survey participants conformed to the definition of volunteers within the parameters of the study. The use of G\*Power software enabled the computation of the minimum sample size. The strategies and procedures for selecting the participants described in Chapter 3 increased the likelihood that the selected sample would approximate the characteristics of volunteers in the general population, thus supporting the generalizability of the findings (Fowler, 2014). Simple linear regression measured the relationship between the subscales of transformational leadership, taken collectively, and engagement in the aggregate, or one of its subscales, and commitment in the aggregate, or one of its subscales. This research study required a minimum sample size of 82 participants. The study involved collecting survey data through SurveyMonkey® and downloading the complete data sets for verification, tabulation, and assessment. SurveyMonkey® selected the audience panel prospective participants for the study and sent them an icon. The potential participants clicked on the icon as an “invitation to participate in the study”. Participants clicked on the icon and accessed the description of the study and the consent to participate in the study. The potential participants, reading the consent form at the beginning of the survey

were required to indicate that they consented to participate in the survey by checking the appropriate box.

### **Definitions**

The following are operational terms and definitions used in the study:

*Engagement:* Also called commitment or motivation, engagement refers to a psychological state in which employees feel a vested interest in the company's success and perform to a high standard that may exceed the stated requirements of the job (Schaufeli, 2014).

*Leadership:* A combination of position, responsibility, attitude, skills, and behaviors that an individual uses to bring out the best in others and in an organization in a sustainable manner (Vender, 2015).

*Organizational commitment:* A survey instrument used to measure organizational commitment in three areas: affective (emotional attachment), continuance (high cost associated with prospect of loss of organizational membership), and normative (obligatory attachment; Meyer & Allen, 1990).

*Transformational leadership:* The ability of transformational leaders to inspire, motivate, and elevate the morality of followers through managing change and inspiring followers to reach their potential (Bass & Avolio, 1990).

*Volunteers:* Individuals who perform activities within an organizational context out of free will and not for financial gain. The activities benefit both the volunteers and the helpless or society in general (Law & Hui, 2015).

### **Assumptions**

Assumptions embedded in the research study provided an understanding of transformational leadership, volunteer engagement, and commitment in nonprofit organizations. The assumptions for the study were as follows:

1. A number of participants sufficient to meet the required minimum sample size will complete the survey.
2. The research study will include instructions for the respondents to ensure the respondents will understand and answer the questions as designed and as presented in the survey instrument.
3. Research study respondents will answer the questions accurately and truthfully.
4. Participants will not share or compare responses to the online survey responses.

### **Scope and Delimitations**

The research study involved an attempt to address the predictive relationship between transformational leadership and the engagement and commitment of volunteers in nonprofit organizations. Although numerous researchers have focused on the relationship between these variables in the for-profit organization sector, few researchers have examined the relationships in a nonprofit organizational environment, and fewer have specifically measured these relationships for a volunteer workforce (Riggio et al., 2004). This specific research focus was suitable to determine whether there was a significant relationship between transformational leadership and nonprofit volunteer

engagement and commitment. This study did not include an examination of the impact of transformational leadership on the retention rates of volunteers in nonprofit organizations or of the relationship between transformational leadership and volunteer job satisfaction.

This study included specific boundaries regarding the nonprofit volunteer population under investigation. Community residents who had served as part of an active volunteer workforce for nonprofit organizations throughout the United States were under study. The study included a survey conducted through SurveyMonkey® with a audience panel population secured through SurveyMonkey®. The survey participants conformed to the research study definition of volunteers and the parameters of the study. The sampling design and procedures for selecting the study sample provided the generalizability of the sample to reflect the general population (Denscombe, 2014; Fowler, 2014; Rea & Parker, 2014). This study provided an understanding of potential business outcomes for nonprofit organizations as a consequence of the effective management of their volunteer human resources and service delivery to their respective communities.

### **Limitations**

The focus of quantitative research is testing a set of hypotheses as opposed to generating theories, which is inherent in qualitative research. Quantitative research is not without its limitations, as it requires a thorough understanding of the assumptions that underlie the statistical methods used to analyze the data (Atieno, 2009). The quantitative research methodology required a significant sampling strategy and reflected the specific study population. If not followed properly, the sample would not reflect the relationships

of the study variables and would affect the accuracy, validity, and statistical error of the study (Choy, 2014). Four limitations threatened to reduce the internal validity of this research study:

1. A correlational research design does not include an assessment of impact or cause and effect. As a result of the research design, a researcher cannot test whether transformational leadership causes a successful organizational transformation.
2. Focusing on hypotheses rather than theories can reduce the understanding of the mitigating elements that affect the research variables. Isolating the specific variables that may limit the association with comparable human experience can be difficult (Cooper & Schindler, 2011).
3. Self-reporting on a questionnaire is subjective rather than objective.
4. As the study included only English-speaking participants in the United States, the results may not be reliable for all cultures or countries.

Researchers should identify threats to internal validity early in the research process to allow adequate time to mitigate the threats and to develop an appropriate response to minimize the effect on the participants or survey outcomes (McKibben & Sivia, 2016). The experiences of participants that influenced how they completed the online survey affected the ability to draw appropriate inferences from the data. Participants who shared or compared responses to the online survey can significantly affect the study outcomes. It was important to ensure participants fully understood the

instructions to complete the survey and the need to maintain confidentiality to preserve the integrity of the responses.

### **Significance of the Study**

Since an economic recession ended in 2009, leaders of more U.S. corporations, government agencies, educational institutions, and community organizations are recognizing that employee volunteer programs strengthen attainment of their business goals while providing unique opportunities to support corporate social responsibility (Kezar & Burkhardt, 2015). A resurgence of interest in community civic involvement will necessitate the development of meaningful strategies to create and nurture an engaged and committed volunteer culture in nonprofit organizations. A connection exists between transformational leadership and strengthening employee performance outcomes. Researchers have noted the impact of transformational leadership on organizational commitment and employee engagement in for-profit organizations and unions (Marathe & Balasubramanian, 2013). Few studies have involved an assessment of the relationship between transformational leadership, organizational commitment, and engagement in nonprofit organizations. The study involved examining the relationship between transformational leadership, engagement, and commitment in a nonprofit organization workforce. This study contributed to research on how effective nonprofit leadership can create, nurture, and retain engaged and committed volunteer workers. Understanding the relationship between leadership effectiveness and increased engagement and commitment supports increased productivity among the workforce and improved organizational performance outcomes.

**Significance to Theory**

This study advanced knowledge regarding how transformational leaders can strengthen volunteer engagement and commitment in nonprofit organizations. This research study extended the literature on the relationships between transformational leadership, engagement, and commitment for nonprofit organizations to transform an organizational workforce into an engaged culture of committed volunteers. Researchers have linked the strength of transformational leaders to influence, motivate, and inspire followers to increase their engagement and commitment toward organizational goals (Bass & Avolio, 1995; Marique, Singlhamber, Desmette, Caesens, & De Zanet, 2013).

**Significance to Practice**

The information from this study provides volunteer leaders and practitioners with a clear understanding of how to use transformational leadership to empower volunteer workers. As the number of nonprofit organizations that supports the service needs of local residents increases, it becomes more important for leaders to nurture volunteer engagement and commitment to build and retain the necessary workforce to meet ongoing organizational needs. Managing volunteers requires transformational leaders to align volunteers' personal aspirations and desires with the goals of the organization. To be effective in managing volunteers, leaders must motivate the volunteer workforce to share an organization's vision and to work collaboratively toward attainment of organizational goals (Phillips, 2015).



### **Significance to Social Change**

Community leaders across the United States rely upon nonprofit organizations to address the unmet needs of their residents. Nonprofit organizations are facing tremendous changes in funding, technology development, community service delivery models, staffing, budgeting, partnerships, stakeholders, and competitive environments (Berman, 2006) Nonprofit organizations benefit from transformational leaders who can use their knowledge and skills to collaboratively change organizational processes, nurture volunteer engagement and commitment, and proactively develop viable solutions to meet ongoing societal needs (Austin & Seitanidi, 2014).

Transformational leadership represents the organizational management's effort to effect change in organizational culture and effect positive social change (Alverson & Sveningsson, 2015; Cossin & Cabellero, 2013; Cummings & Worley, 2014; Fullan, 2014;) The focus of this study was the ability of transformational leaders to manage the changes within the workforce by challenging nonprofit organizations. As a direct consequence of this research, organizational leaders of nonprofit organizations could advance the emergent issues of transformational leadership, volunteer engagement, and commitment as critical elements in the success of nonprofit organizations. Strong, effective leadership in the nonprofit sector could equate to more effective decision making, actions, conflict resolution, engaged and committed staff, and management of fiscal and material resources. Using transformational leadership knowledge and skills could result in more effective community service to individuals in need.

This research study involved an attempt to develop supportive evidence that transformational leaders who can inspire workforce motivation and commitment to embrace organizational values and goals. The findings include an outline of an effective infrastructure for nonprofit organization leaders to align leadership with volunteer engagement and commitment.

### **Summary and Transition**

Chapter 1 included an overview of the importance of transformational leadership to facilitate an understanding of the relationship among leadership styles, organizational commitment, and engagement among volunteers in nonprofit organizations. Leaders of nonprofit organizations have only recently become acutely aware of the relationship between leadership, organization commitment, and the ability of the organization leaders to nurture engagement and commitment. Nonprofit organizational leaders who develop necessary core competencies, leadership, and workforce engagement and commitment could help to create a sustainable service delivery to their respective communities.

Chapter 2 includes a comprehensive review of the pertinent literature on transformational leadership and on nonprofit volunteer engagement and commitment. The focus on nonprofit volunteer engagement and commitment is important, because the strategic organizational leadership process to create, nurture, and retain volunteer workforces is the focal point of this study. Chapter 2 also includes a comprehensive overview of transformational leadership theory, volunteers, volunteer engagement, volunteer commitment, and Freeborough's (2012) study that serves as the grounding study for this research. Chapter 3 contains the methodology of the research study,

including the research questions, variables, and hypotheses, as well as a description of the participants and of the data collection and analysis process.

## Chapter 2: Literature Review

The revenues of more than 2.3 million nonprofit organizations in the United States account for 5% of the national gross domestic product or approximately \$300 billion (Roeger et al., 2012). Nonprofit organizations support the needs and social well-being of community residents through the administration of service delivery programs. Leaders of communities and government agencies seek to use volunteers to meet their social mission needs, though the workforce for volunteer labor falls short of the demand (Salas, 2009).

Nonprofits are experiencing an increased demand on community services traditionally satisfied through government programs, which requires them to become more business-like in the approach to their strategic mission and organizational structure (Maier, Meyer, & Steinbereithner, 2016). Government social safety net programs designed to provide services to community residents who lack essential life services are decreasing due to government fiscal deficits. Leaders of government agencies are trying to cut social safety net programs rather than increase government-supplied services to meet increased community needs (Applebaum & Gebeloff, 2016). The deficit in government-supplied safety net services requires increased workforce engagement and service delivery from nonprofit organizations to meet ongoing community needs.

Nonprofit transformational leaders must ensure that their mission, vision, structure, culture, policies, and procedures effectively guide their efforts and those of their employees and volunteer workforce. Recent studies have shown a relationship between transformational leadership and the increased ability of organizational leaders to

achieve significant performance outcomes among their workforce (Freeborough, 2012). Transformational leaders constructively influence worker performance outcomes through the strategic enhancement of worker engagement and commitment in organizations (Richardson, 2014). Many researchers have shown a statistically significant relationship exists between transformational leadership and employee engagement and commitment in for-profit organizations (Freeborough, 2015; Harter, Schmidt, Killham, & Agrawal, 2009; Zhu et al., 2009). Few researchers have related transformational leadership and increased workforce performance outcomes in nonprofit organizations. This study involved examining the impact of transformational leadership on volunteer engagement and commitment in nonprofit organizations.

The purpose of this quantitative study was to assess the relationship between transformational leadership and its subscales, and volunteer engagement and commitment and its subscales. The independent variable of this study was transformational leadership. The dependent variables were nonprofit volunteer engagement and commitment. The study involved assessing the likelihood of a significant relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations to determine whether charismatic, transformational leadership affected nonprofit organization volunteer performance outcomes. Specifically, this study involved examining the relationship between transformational leadership and the subscales of engagement (vigor, dedication, and absorption) and the subscales of commitment (affective, normative, and continuance).

To facilitate ease of product and service delivery, leadership in corporations, government agencies, and nonprofit organizations seek capable leaders who can manage their organizational structure and resources and motivate the organization to successful performance outcomes (Taylor, Cornelius, & Colvin, 2014). Leadership practices embrace operational policies that extol vision and values (Porter, 2015). Effective organizational leadership is essential to the sustainability of successful organizations. Emergent trends in leadership reflect the unique culture, structure, and needs of the stakeholders in the organization. Leadership is a process by which a leader influences a group of followers to achieve a common goal (Chemers, 2014; Kark & Shamir, 2013; Northouse, 2015).

Leadership theories have become an important part of the foundational understanding of the field of management and organizational dynamics. Researchers of studies on leadership in many disciplines, including management, sociology, psychology, economics, political science, public administration, global initiatives, and education have established a direct relationship between leadership and the process by which it motivates followers to embrace organizational missions and goals (Bass, 1981; House, 1977; Jago, 1982; Kaiser, McGinnis, & Overfield, 2012). People have defined leadership from innumerable viewpoints. Many theorists have asserted that leadership exercises an authoritarian influence or power over followers by exercising power and authority and by dispensing rewards and penalties to ensure commitment (Bryman, 2013). Researchers of psychological studies have concluded that leadership is a social influence process in which leaders motivate followers to become engaged to contribute to the organizational

mission and goals to exert a positive impact on overall organizational performance (Kaiser et al., 2012). Other theorists conclude that the processes over which the leader exerts influence is the determinant of what constitutes an effective leader (Bass, 1981).

Over the past 60 years, the complexities inherent in definitions of leadership have changed in response to the human and operational resources present in the organization and the outside environmental resources that dramatically influence the organization, such as global affairs or political perspectives (Bass, 1990; Fernando, 2016; Northouse, 2015; Reichenpfader, Carlford, & Nilsen, 2015). Responsible leadership relates to many aspects of an organization. Leadership, as it pertains to the contextual nature of its definition and its respective processes, is constantly changing (Burke & Noumair, 2015; Reichenpfader et al., 2015). After decades of research on leadership, theorists agree that there is no singular definition for leadership, as its use varies due to generational differences and global influences (Northouse, 2015; Stogdill, 1974). Many individuals consider leadership to be the ability to influence specific work tasks or organizational objectives and strategies to secure commitment and optimal work behaviors toward the organization, ensure group dynamics and identity, and affect a positive team organizational culture (Choi, Goh, Adam, & Tan, 2016; Yukl, 1989). Regardless of the theorist who offered a theory of leadership, cross-disciplinary perspectives such as natural, biological, and social science have contributed to the building blocks of the definition of leadership (Antonakis, Fenley, & Liechti, 2011).

Leaders of nonprofit organizations must use their workforce and resources to provide the necessary service delivery to meet respective community needs. To facilitate

the future attainment of organizational mission and goals, nonprofit organizational leaders are facing challenges to innovate their core programming and organizational framework (Osula & Ng, 2014). Nonprofit leadership requires governance that can learn, think, and act strategically to manage organizational and community resources that are unique to each organization and community (Bryson, Ackermann, & Eden, 2014). Nonprofit management must provide leadership in spite of perceived unattainable goals and limited resources (Denhardt et al., 2015). Effective leaders must embrace the mission and vision of a nonprofit organization by motivating a collective work design and human resource management practices by providing transformational leadership that can facilitate organization-wide commitment and engagement. Transformational leadership creates a motivated, engaged workforce committed to organizational goals and sustainable performance (Gaipin, Whittington, & Bell, 2015). During the last three decades, the focus of leadership research has included many different types of leadership styles.

Transformational leadership refers to organizational leadership where leaders provide inspiration to motivate workers toward performance outcomes (Bass, 1997; Judge & Piccolo, 2004;). Workforce engagement is considered to be a conglomeration of commitment, satisfaction, citizenship behavior, and work intention, but work engagement is also an essential and independent component of the motivation for work (Vencina, Chacon, Marzana, & Marta, 2014). Research studies have shown a positive link between transformational leadership and employee engagement and commitment in for-profit organizations (Freeborough, 2015). Few researchers have conducted studies in nonprofit organizations to determine if a volunteer workforce has higher levels of engagement and



commitment in organizations with transformational leadership (Riggio et al., 2004; Zhu et al., 2009). Nonprofit organizations that develop, hire, or retain transformational leaders who can effectively manage the volunteer workforce will strengthen sustainability (Riggio et al., 2004).

Chapter 2 includes a comprehensive review of the body of literature as it relates to transformational leadership, organizational resilience, volunteers, volunteer commitment and engagement, and increased performance outcomes related to effective organizational leadership. The literature review includes a cross-section of research from peer-reviewed journals. The first section of Chapter 2 contains a reiteration of the history of the problem and the purpose of the study, including seminal works. The second section of Chapter 2 contains a synopsis of the current literature to establish the relevance of the problem. The third section of Chapter 2 includes a delineation of the concepts of volunteers, volunteer engagement, volunteer commitment, and increased performance outcomes as they relate to effective organizational leadership and a volunteer workforce. The fourth section contains an analysis on the theoretical foundation for the study with a focus on transformational leadership. The fifth section of Chapter 2 includes a synthesis of the current literature in the field that pertains to the impact of transformational leadership on volunteer engagement and commitment. The sixth section of Chapter 2 delineates possible implications related to social change. Chapter 2 ends with a summary of the information presented and an introduction to Chapter 3.

### **Literature Search Strategy**

Researchers have written a significant amount of literature regarding the impact of transformational leadership on employee engagement and commitments in the for-profit sector (Bass, 1997; Judge & Piccolo, 2004; Pandey, Davis, Pandey, & Peng, 2015). Researchers have conducted studies and shown the link between transformational leadership and the impact on worker attitudes and behavior (Howell & Shamir, 2005). Leadership research has shown the positive effects of charismatic leaders on the perceived organization support among employees (Rahn, Jawahar, Scrimshire, & Stone, 2016). Researchers have established positive links between transformational leadership and worker attitudes such as job satisfaction and commitment to organizational goals and level of enthusiasm for work (Harter, Schmidt, & Hayes, 2002; Kahn, 1990; Zhu et al., 2009). Researchers have also linked transformational leadership to increased follower motivation and organizational productivity outcomes (Pourbarkhordari, Zhou, & Pourkarimi, 2016; Zhu et al., 2009), with some researchers focusing on the impact of transformational leadership specifically on the millennial workforce (Bodenhausen & Curtis, 2016). Few researchers have examined the impact of transformational leadership on nonprofit volunteer workforce engagement and commitment (Freeborough, 2012). This study involved examining the relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations.

### **Library Databases, Search Engines, and Search Terms**

Chapter 2 includes evidence of the relevance of the problem from scholarly literature, databases, research, and books. The focus of the literature search proceeded

from general to specific information. The scholarly articles accessed were from the Walden University library databases. The selected web-based databases were primarily in business and management, as those databases were more relevant for locating research for the literature review. As the focus of some of the relevant research information was on other disciplines such as psychology, economics, global initiatives, and education, other databases used included PsychINFO and PsychARTICLES. The databases researched to provide current and relevant literature to address the study problem included ProQuest, EBSCOhost, Business Source Complete, ABI/Inform Complete, Emerald Management, Sage Premier, Wiley Publishers, Carleton Centre for Volunteer Sector Research and Development, and Google Scholar.

Searches on web-based databases for peer-reviewed journals included the following search terms: *leadership, transformational leadership, transformational leadership theories, transformational leadership and volunteer commitment, transformational leadership and volunteer engagement, volunteer commitment, volunteer engagement and commitment, worker engagement and commitment, nonprofit volunteer engagement and commitment, and transformational leadership in nonprofit organizations*. Each article included one or more of the variables in the research study.

### **Scholarly Journals**

The scholarly journals used for this research study included *Harvard Business Review, Leadership Quarterly and Nonprofit Management, Academy of Management, Journal of Organization Effectiveness: People & Performance, Group & Organization Management, Nonprofit Management & Leadership, Corporate Governance, Academy of*

*Management Review, Business Renaissance Quarterly, Journal of Voluntary and Nonprofit Organizations, Nonprofit and Voluntary Sector Quarterly, and Servant Leadership: Theory & Practice.* The interdisciplinary research focus revealed in the literature search included disciplines such as ethics, industrial relations, interdisciplinary leadership, educational and psychological measurements, economics and management sciences, psychology, philanthropy, commerce, and global organizational concerns. The interdisciplinary literature review included the following journals: *Journal of Business Ethics, Indian Journal of Industrial Relations, Creighton Journal of Interdisciplinary Leadership, Educational and Psychological Measurements, Journal of Emerging Trends in Economics and Management Sciences, Journal of Applied Psychology, The Philanthropist, Journal of Commerce, Volunteer Canada, Voluntas: The International Journal of Voluntary and Nonprofit Organizations, International Journal of Event and Festival Management, and Journal of Global Responsibility.* Additional sources included the *New York Times*, Rockwood Leadership Institute, Carleton Centre for Voluntary Sector Research and Development, Listening Post Project (Johns Hopkins University Center for Civil Society Studies), Institute of Public Service, Humanitarian Work Psychology and the Global Development Agenda, textbooks, and dissertations.

The literature review search began with the basic key word search on leadership and expanded to the study variables of transformational leadership and volunteer engagement and commitment. The search process eventually broadened to assess the study variables in a nonprofit organizational setting. To preserve the relevance of the research, I organized the literature by publication date, with the most recent date arranged

first, to ensure the publication date of the search results was within the past 5 years. I searched each of the designated business databases thoroughly using all the key words. Subsequent searches involved the cross-disciplinary databases in an effort to expand the scope of the literature search. Key word searches that included three variables or variables involving nonprofit organization settings often yielded few to no results. Limited search results also occurred when using three variables in searches for dissertations, books, or online journals. I achieved more search results using one study variable such as *leadership*, *transformational leadership*, *volunteer engagement*, *volunteer commitment*, *worker engagement*, or *worker commitment*.

As few researchers had conducted studies on the topic of this study, finding few to no results when conducting key word searches employing the nonprofit organization settings validated the lack of literature on the study topic. I secured additional literature using related articles cited in primary research articles. The authors of many articles focused on the relationship between the impact of transformational leadership and employee engagement and commitment in for-profit organizations (Walumbwa & Lawler, 2003; Zhu et al., 2009). Although the topical emphasis was clearly different from this research study, elements from a similar study and its literature review, theoretical foundation and methodology, and implications had a clear association with this study. Studies on workforce engagement and commitment as a paid employee in a for-profit organization, while different from volunteers, were not so conceptually distinct to warrant complete dismissal of the research information in the present study. Studies on workforce engagement and commitment served as a springboard for the study of

engagement and commitment relationships among volunteers in nonprofit settings. Research on employee engagement and commitment, although conducted in an international setting, was also relevant to the topic of the current study, with specific notations to culturally specific behavioral factors.

Stand-alone research on single-study topics of engagement or commitment and the impact of transformational leadership served to broaden the scope of the current study. Using existing research with topics that could correlate with the current study variables as well as the expected findings of this study also served to expand potential relevant search sources. I limited the extent to which I used single topics, such as a situation where engaged employees impact organizational culture, well-being, innovation, employee satisfaction or retention, and performance outcomes as highly motivated individuals with minimum or no leadership influences.

The focus of the current study was on transformational leadership and leadership styles traditionally associated with it: transactional leadership and laissez-faire leadership. The study did not include research sources with other leadership styles that affect follower engagement and commitment. Studies on leadership theories such as leader-member exchange, path-goal theory, leader effectiveness, situational leadership, personal outcomes, or personal power, while accepted as influential factors within the field of workforce motivation, do not appear in the literature review for this study.

### **Theoretical Foundation**

The theoretical framework for this study was transformational leadership theory. The theory served as empirical support for the essential elements of the organizational

leadership philosophy as it relates to the process of leadership and organizational management of volunteer workforce engagement and commitment. The leadership theory, which served as the foundation for the study, included substantial evidence through research to support the expected study correlations as well as offer predictive insights regarding future relationships and behavior between the leadership, engagement, and commitment of volunteers in nonprofit organizations.

The theoretical framework served as a guide for the organizational process of the dissertation. The theoretical assumptions served as the study framework by providing an understanding of the scientific relationships between the variables of the study, designing the parameters for the research in this study, and guiding how to interpret the research results. The utility of these theories was examined in terms of how they related to the problem and purpose of the study. Beginning with a broad viewpoint on the present study topic using seminal research, the review includes the theories in a funnel-down approach in relation to the variables of the study. Using existing research in the field in tandem with the research in this study served as a springboard for generalizing new ideas about the relationships among the study variables. Following decades of leadership research and many theoretical constructs, there still remains a lack of consensus among theorists to explain the unique complexities of transformational leadership (Bass, 1990; Bryman, 1992; Day & Antonakis, 2012; Stogdill, 1974).

### **Transformational Leadership Theory**

Transformational leadership refers to leadership in which leaders and followers collectively and purposefully interact, which leads to transformed and enhanced actions

and aspirations of the followers (Simola, Barling, & Turner, 2012). A link exists between transformational leadership and positive transformations in followers and influences followers to attain organizational goals and strategies (Crossan et al, 2014; Geib & Swenson, 2013). Charismatic leaders who use a transformational leadership style increase motivational effects by positively connecting to follower self-identification, self-worth, self-concept, values, and willingness within an organization to become part of a collective organization performance-heightening process (Boehm, Dwertman, Bruch, & Shamir, 2015; Shamir, House, & Arthur, 1993).

Transformational leadership theory provides a theoretical foundation for three types of leadership styles: transformational, transactional, and passive-avoidant (Bass, 1985; Bass & Bass, 2008). Recent interest in leadership theories continues to include a focus on transformational leadership (Bass & Bass, 2008). The literature review confirms a link between transformational leadership and leaders' ability to inspire followers to move beyond their individual interests to work toward improved organizational performance outcomes (Pillai, 2013; Taylor et al., 2014). Recent researchers have focused on the ability of leaders to use transformational leadership to affect change in work outcomes and follower behaviors, performance, and creativity (Zhu, Newman, Miao, & Hooke, 2013). Transformational leadership leads toward a positive change in the opinions, values, beliefs, and attitudes and strengthens the commitment and engagement of followers (Breevaart, Bakker, & Demerouti, 2014; Guzikara & Simsek, 2016). Researchers have shown that transformational leaders nurture trust in their followers



through instilling a sense of empowerment that results in a maximization of workforce performance potential (Bass, 1985; Hossain & Saleh, 2016).

The following processes are components of transformational leadership (Avolio & Bass, 2017): idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Transformational leaders heighten followers' performance potential through the four components of transformational leadership (Bass, 1985).

**Idealized influence.** Idealized influence occurs when a transformational leader serves as a role model for the followers by securing their trust and respect. The followers generally admire, respect, and trust the leader (Bass, 1998). The transformational leader uses influence over the followers by stimulating them to work for the organization goals over their personal self-interests and goals. Transformational leaders secure workforce engagement and increased follower contributions to the organization by acting as role models through idealized influence (Shamir et al., 1993). Idealized influence has two components: attributed and behavior. Attributed idealized influence entails the perception that the leader is charismatic, confident, ethical, idealistic, and trustworthy (Avolio & Bass, 2017). The leader with attributed idealized influence nurtures pride in followers, leads for the overall benefit of the group, extols confidence and leadership skills, and embraces attributes which instill follower respect (Avolio & Bass, 2017). Behavior idealized influence addresses the leadership behavior that happens when followers attempt to identify with and emulate the leader (Avolio & Bass, 2017). A leader with behavior idealized influence highlights followers' essential values and purposes, weighs

moral and ethical issues as they relate to the organizational decision-making process, and strengthen the collective support of the organization mission.

Idealized influence reflects the viewpoint that the leader is charismatic, trustworthy, and inspires others to emulate; inspirational motivation involves leadership that communicates organizational expectations. Idealized influence encourages a commitment from followers to embrace the organization mission and develop creative and critical thinking about organization mission, vision, and change processes.

**Inspirational motivation.** Inspirational motivation takes place when a transformational leader inspires the follower to meet the goals, vision, and mission of the organization through increased commitment (Bass, 1998). Transformational leaders communicate a dynamic vision of the future and generate confidence that influence workers meet the organizational goals (Avolio & Bass, 2004). Transformational leaders nurture confidence in their followers to believe they can overcome day-to-day organizational changes as well as optimism that they can successfully craft a future vision (Kovjanic, Schuh, & Jonas, 2013).

**Intellectual stimulation.** Transformational leaders attribute their ability to affect positive organizational growth and performance outcomes to the fact that they motivate followers to place organizational goals ahead of personal success. Research has substantiated that transformational leaders must (a) possess a clear understanding of the organization's vision, mission, and goals; (b) be capable of communicating those directives; (c) be willing to inspire and motivate followers to generate new ideas and

question ineffective organizational systems; and (d) encourage followers to craft innovative solutions to meet organizational challenges (Weng, et al., 2015).

**Individual consideration.** Transformational leaders provide followers with individual consideration when they mentor and support them, acknowledge their innovation and creativity, and allow them to participate in the organization decision-making process. Followers view leaders as mentors or coaches who are keenly aware of their needs. Transformational leaders challenge their followers to be innovative and participatory in the process of crafting responses to organization change through innovation, shared ideas, communication, and collaborative relationships.

Transformational leaders effect organization change among followers by succinctly communicating the organization vision, nurturing creative ideas for goal attainment, inspiring confidence, providing supportive feedback, and modeling optimal leadership behaviors that will motivate followers to collaboratively work toward the organizational vision (Stone, Russell, & Patterson, 2003).

Individual consideration refers to the leader's consideration of followers' needs through mentoring or coaching to create an organizational environment that stimulates followers' growth (Avolio & Bass, 2004). These leadership behaviors strengthen transformational leaders' ability to exert a positive influence on organization workforce attitudes (Asrar-ul-Haq & Huchinke, 2016; Judge & Piccolo, 2004).

Nonprofit management can use their understanding of how transformational leadership theory influences follower engagement and organizational commitment to strengthen the engagement and commitment of their volunteer workforce. Existing

research includes limited evidence linking transformational leadership to increased employee engagement (Zhu et al., 2009). Although existing research may not include substantial evidence linking transformational leadership to increased employee engagement, transformational leadership has heightened employee satisfaction, which in turn increases work engagement and performance (Kovjanic et al., 2013).

Transformational leaders' charisma is the reason why followers emulate leaders and become inspired to follow their message (Bass, 1985; Bycio, Hackett, & Allen, 1985; Howell & Avolio, 1993). Transformational leaders motivate followers by supporting the followers' intellectual pursuits, identifying with their unique talents and abilities, providing mentoring, and empowering followers to transform their individual skills and motivations to attain the organizational mission, vision, and goals (Bass, 1998). Hence, integrating the frameworks of transformational leadership and followers' psychological needs can provide valuable insights into leadership development.

Leadership in nonprofit organizations must identify and use transformational leadership strategies that will increase engagement and commitment among volunteer workforces. Existing studies include limited research to establish the relationship between transformational leadership and workforce engagement, but the authors of these studies do substantiate that transformational leaders inspire followers to exceed personal expectations to meet organizational vision, mission, and goals. Researchers have demonstrated that in exceeding personal expectations, followers' engagement increases through a stronger connection with leadership and the organization. The implications of

this study serve as a guide for nonprofit leaders in the effective use of their human resources as well as increase service delivery and organization performance outcomes.

### **Seminal Literature**

Innumerable theorists have studied leadership over the past 100 years. Leadership is a process of influence in which one person uses the support of others to complete a common task (Suresh & Rajini, 2013). Since the 1990s, the concept of transformational leadership has dominated the study of leadership (Diaz-Saenz, 2011) Transformational leadership is a leadership style that includes a focus on the relationships between the leaders and the followers and their capacity to attain organizational goals and objectives (Thomson, Rawson, Slade, & Bledsoe, 2016). Transformational leadership is a process through which leaders actively engage with followers to motivate the followers to attain organizational goals.

**James Downton.** Downton (1973) introduced the concept of transformational leadership. Leadership processes were classified through Downton's social and political lens using transformational and transactional leadership. Adopting a social interpretivist perspective, Downton focused his theory on the scope of transformational leadership's influence derived through the commitment and trust of the followers.

**Robert House.** House (1977) furthered Downton's leadership study to emphasize that the theory was, in essence, about charismatic leadership. House asserted that charismatic leadership attributes directly reflected the characteristics of the transformational leader. Charismatic leaders empower their followers through succinctly articulating organizational mission, vision, and goals (House, 1977). House offered a

theory to explain charisma and suggested that it was among the essential leadership traits that constituted transformational leadership: (a) strong role model, (b) shows competence, (c) articulates goals, (d) communicates high expectations, (e) expresses confidence, and (f) arouses motives. Followers in the organization embrace the organizational mission, vision, and purpose and accept the leader's mission and goals as their own individual purpose (House, 1977). Charismatic leaders elevate followers' performance by aligning the followers' personal motives with the organizational goals and objectives.

**James Macgregor Burns.** Burns furthered the investigation of transformational leadership (Burns, 1978). Transformational leaders are leaders who raise followers' consciousness about organizational outcomes and the ways to attain those outcomes (Burns, 1978). Burns assessed transactional leadership as processes with a focus on leader–follower exchange and using rewards or enhancements for optimal work performance or punishments for failing to meet work requirements or being late. Burns (1978) defined transformational leadership as leadership in which leaders affect followers' performance by motivating and strengthening their commitment to the organization. Burns suggested that while charisma is a positive attribute to have, it is not the only leadership trait that is inherent in transformational leadership. Burns's research in the field of transformational leadership has generally linked effective leadership to positive follower organization outcomes (Bass & Riggio, 2006; Ertureten, Cemalcilar, & Aycan, 2013; Kovjanic et al., 2013).

**Bernard M. Bass.** In 1985, Bass built upon the work of House (1977) and Burns (1978) to assert that transformational leadership leads followers to abandon the need for

self-achievement and self-actualization (Maslow, 1954) and embrace the ideas and moral aptitude of the leader for the good of the organization (Bass, 1985). Bass (1978, 1990) viewed transformational leadership as much more than leadership charisma, as it provided an opportunity for shared leadership with followers. Burns defined transformational leaders as leaders who inspire and motivate followers toward more achievements and self-actualization. While charisma may be a necessary element to leadership, it is not essential for transformation leadership, which requires intellectual stimulation, inspirational motivation, individual consideration, and idealized influence. Transformational leadership may lead to an abuse of leadership vision and power (Suresh & Rajini, 2013).

In contrast to transformational leadership, Bass determined that the basis of transactional leadership was an exchange between the transactional leaders and followers such that leaders influence followers through systematic mentoring, coaching, rewards, and punishments (McCleskey, 2014). Transactional leaders, while typically passive, work within organizational systems to facilitate organizational goal attainment (Odumeru & Ogbonna, 2013). Leader–follower exchanges provided opportunities for leaders to review organizational goals and objectives, nurture and instill optimal work behavior in followers to ensure attainment of organizational goals, and support goal attainment through an established reward system (Bass, 1985, 2008; Burns, 1978, McCleskey, 2014). Followers benefited through the leader–follower exchange by pursuing their own self-interests, controlling task-related anxiety, and gaining a clearer understanding of organizational performance measures (Sadeghi & Pihie, 2012). Burns (1978) identified

transactional leadership as a reciprocal relationship between leaders and followers in which the exchanges provided opportunities to facilitate organizational, as well as individual, goal attainment. Transactional leadership clearly defines the roles and expectations of leader and followers and ensures the organization remains at the status quo. Transactional leadership style means that the failure of the followers to deliver the expected behavior or work task can result in potential negative consequences.

Bass (1985) described a third form of leadership called *laissez-faire*, in which the leader assumes no responsibility and provides no support or feedback to the followers. *Laissez-faire* leadership is essentially a hands-off approach to leadership or the absence or avoidance of leadership and is a distinct leadership approach from transformational and transactional leadership (Avolio, 1999). Leaders allocate decision-making authority to the followers to determine goals, make decisions, and solve problems (Khan et al., 2015).

The challenges with the *laissez-faire* style of leadership include (a) the leader assumes no responsibility for the management of the followers; (b) the cohesion among the follower group dynamics is minimal, which leads to a lack of team identity; (c) the generation of new organizational initiatives is not an active pursuit; (d) followers challenge organizational limits; and (e) leaders often overlook the opinions of less assertive followers and minorities (Khan et al., 2015). An analysis of transformational, transactional, and *laissez-faire* styles of leadership appears in Table 1.



Table 1

*The Transformational, Transactional, and Laissez-Faire Leadership Styles and Their Dimensions*

Leadership	Dimensions	Description of Characteristics
Transactional	Contingent reward	Leader provides satisfactory performance using rewards
	Management by exception (active)	Leader actively monitors performance and attends to failures
	Management by exception (passive)	Leader only intervenes when problems become severe
Transformational	Idealized influence (charisma)	Leader holds high standards and is a respected and trusted role model that leaders identify with
	Inspirational Motivation	Leader displays contagious optimism and excitement about tasks
	Intellectual Stimulation	Leader stimulates employees to come to innovative problem solving
	Individualized Consideration	Leader listens to, coaches, and supports followers on an individual level
Laissez-faire	Non-leadership	Leader takes neither decisions nor responsibilities and gives no support or feedback

Bass's theory on transformational leadership provided the initial empirical research that delineated the nature of the relationships between transformational, transactional, and laissez-faire leadership on a continuum, as opposed to individual leadership concepts with transformational and laissez-faire leadership at the opposite ends of the continuum. Bass's theory indicated that transformational leadership includes four components of specific behaviors: (a) idealized influence, (b) inspirational motivation, (c) intellectual motivation, and (d) individual consideration (Bass, 1998; Bass & Avolio, 2000). The four components work in tandem to craft the leadership and behavior of a transformational leader to effect the desired organizational outcome through the followers (Bass, 1985, 1990, 2000; Bass & Riggio, 2014). Bass (1999) asserted that transformational leadership aligned the followers' values with the mission and goals of the organization.

Transformational leaders develop a strong bond with followers that inspires increased motivation in followers as well as in leaders. Followers embrace the values and authority of transformational leaders by increasing their performance efforts to meet organizational objectives and goals. Transformational and transactional leadership positively influence follower performance, which ultimately influences organizational performance. Bass (1978) proposed the quantification of transformational leadership and noted how it influences follower motivation and performance. The degree to which a leader influences a follower is the measurement of how transformational the leader is. As opposed to leadership theories shared by Burns, Bass (1985) posited that while both transformational and transactional leadership are unique processes, they are not mutually

exclusive, and a leader can use transformational and transactional leadership processes at the same time or at different times in different situations (Bass, 1978; Yukl, 1989).

**Jay A. Conger and Rabindra Kanungo.** Conger and Kanungo (1987, 1988) proposed a theory on attributed charismatic leadership. The basis of this theory was specific charismatic qualities that followers assign to leaders, although the qualities are not present in the behaviors attributed to charismatic leaders to the same degree or same situation. The behaviors attributed to charismatic leaders include (a) advocating a vision that is distinctively different than the norm, (b) self-sacrificing and risk taking in pursuit of one's own vision, and (c) pursuing vision in an unconventional manner (Yukl, 1989). Attributed charismatic leadership is typically for leaders who use expert or referent power to motivate followers as opposed to an authoritative attitude (Yukl, 1989). Conger and Kanungo (1987) envisioned attributed charismatic leadership for situations in which a crisis necessitated extensive change or in which the followers feel unsatisfied with the leadership. Attributed charismatic leadership measures transformational elements such as vision and articulation, environmental sensitivity, unconventional behavior, sensitivity to member needs, taking personal risk, and resisting the status quo (Bass & Riggio, 2014). Although some theorists have focused strictly on the charisma element of transformational leadership, others have elected to use the terms charismatic and transformational as synonymous (Bass & Riggio, 2014).

Bass (1985) expanded on earlier leadership theories by conducting studies on transactional and transformational leadership. Bass conducted research using a questionnaire and qualitative interviews with educational administrators and

professionals. The findings indicated that followers were more satisfied and effective when working for charismatic, thoughtful, and motivating leaders. Bass's (1985) theory on transformational leadership presented information on how organizational leaders turn to charismatic leadership to inspire followers for increased performance outcomes. Bass's qualitative studies validated earlier transformational leadership theory. There was not significant quantitative research on transformational leadership, nor was there a reliable established measurement tool to assess quantitative responses (Bass, 1985).

**Jim Kouzes and Barry Posner.** Kouzes and Posner (2012) identified critical practices that form the basic framework for understanding the optimal behavior of leaders in volunteer organizations. In the absence of a traditional compensation structure and its propensity to satisfy individual intrinsic volunteers, volunteer leaders must use opportunities to connect with the desires of the volunteers. Transformational leaders who inspire volunteers and model behaviors that transcend the multiplicity of volunteer motivations, desires, and loyalties are more likely to create a motivated workforce.

The five practices of exemplary leadership in Kouzes and Posner's (2012) leadership model (see Figure 2) provide a clear framework for understanding how volunteer leaders invest in their followers by strengthening individual motivation and organizational engagement and commitment. The five practices of exemplary leadership provide organizational leaders with the necessary tools to improve leader effectiveness and volunteers' commitment, engagement, and satisfaction (Bowers & Hamby, 2013; Kosner & Posner, 2012). The five practices empower transformational leaders to rise above status quo workforce management to effect positive change in their respective

organizations and local communities. As nonprofit organizations continue to face economic and leadership deficits, it becomes imperative that these organizations develop sustainable plans that will maximize their ability to attract and retain exemplary leaders to guide their future organization and volunteer workforce.



*Figure 1.* Five practices of exemplary leadership (Kouzes & Posner, 2012).

The five exemplary practices of leadership are as follows:

**Model the way:** Transformational leaders are expected to lead by example and exhibit the behavior that positively represents the organization.

**Inspire a shared vision:** Leaders must share the organizational vision, become acquainted with followers, and encourage followers to embrace future organizational efforts.

**Challenge the process:** Leaders must challenge followers toward innovation and new opportunities as opposed to status quo organizational ideas and operations.

**Enable others to act:** Transformational leaders nurture collaboration and build an organizational climate that fosters teamwork and trust.

Encourage the heart: As leaders link organization-wide accomplishment to individual follower performance it reinforces the importance of the followers in the collective success of the organization.

The five practices of exemplary leadership help leaders identify opportunities for followers to grow and invest personal ideas, skills, talents, and interests into the organizational vision. This is not a task easily accomplished by leaders of any organization, but is especially challenging amid the nonprofit sector. As Senge (2014) asserted, nonprofit organizations are learning organizations where transformational leaders who invest time and resources in their workforce will realize increased engagement and commitment of the volunteers to the mission and goals of the organization and ultimately will support the organization to meet the service delivery needs to the local community.

### **Multifactor Leadership Questionnaire**

The MLQ, also known as MLQ-5X or the standard MLQ, is one of the most widely used instruments to measure transformational and transactional leadership behaviors. Bass's (1985) MLQ-5x assessed the characteristics of a transformational leader and provided research about how leadership behavior relates to leader effectiveness. In 1990, Bass and Avolio provided a significant shift from theoretical studies on transformation leadership to empirical studies. The MLQ-5x supports quantitative research by providing questions that can accurately measure surveyed responses, tailored to the study sampling and testing to ensure detection of design and instrumentation problems (Cooper & Schindler, 2011).

The MLQ-5x is a survey feedback instrument in which followers give feedback on the leader, including the leader's own self-reported behaviors. The survey respondents for this study responded to 20 items relating to the subscales of transformational leadership in the MLQ 5X-Short. Survey respondents assessed leader behaviors on a 5-point scale with responses ranging from 0 = *not at all* to 4 = *frequently if not always*. The MLQ-5x provides feedback regarding how organizational leadership exerts a positive influence in diverse occupational and international settings. Quantitative studies on transformational leadership using the MLQ-5X-Short or the long form supported the theoretical constructs that transformational leadership effectively mitigated follower-related issues of performance, commitment, and job satisfaction. Since its conception, many authors have provided changes or dropped items and scales from the MLQ-5x that they thought they could not reasonably assess. Eliminating some of the items or scales in prior research may have affected the development of expanded transformational leadership theories (Schriesheim, Powers, Scandura, Gardiner, & Lankau, 1993). In an effort to validate the validity and reliability of the MLQ-5x, many researchers offered criticisms of the survey instrument: Yukl (1999) noted that the transformational leadership behaviors identified were too vague and that theory did not provide theoretical support for the various delineated behaviors. Hunt and Peterson (1997) questioned the MLQ-5x's generalizability to international cultures; and Avolio, Bass, and Jung (1999) noted the need to provide results that would offer more generalizability than earlier studies provided. Avolio et al. attempted to verify the validity and reliability of MLQ-5x using a broader, more diverse survey population to determine if there was consistency

between the initial and the replicated sample results. Avolio et al. collected data from 3,786 respondents in 14 independent samples of the MLQ-5x, with sample sizes ranging from 45 to 549. The research involved testing models in a nine-sample set and then with a five-sample set. When comparing initial versus replication samples, consistency and reliability were high. Avolio et al. (1999) broadened the sample base of the MLQ-5X to enhance the generalizability of the survey findings.

Leaders should be able to influence and inspire others, develop strategies, organize resources, and empower people (Senge, 2014). Leaders often hold multiple positions in an organization, such as being a clinical expert in their field as well as being a manager in a hospital. In the nursing setting, change management, negotiating ability, and conflict management are essential skills that nurses should develop to become effective leaders (Lin, Maclennan, Hunt, & Cox, 2015).

Lin et al. (2015) explored nursing leadership style and its relationship with the mental health outcomes of nurses. The data in the quantitative cross-sectional study were from a self-report questionnaire that consisted of six sections: demographic information, leadership style, job content, general health well-being, organization commitment, and job satisfaction. Demographic data obtained included age, gender, marital status, grade of nursing practice, educational level, working experience, and work tenure.

The surveys were in Chinese and all scales underwent pilot testing. The participants were from 12 hospitals in Taiwan, with four hospitals in each type of ownership. Participation was voluntary, and participants signed informed consent forms. The nurses eligible to participate in Lin et al.'s (2015) study ranged from N1 (basic



training) to N4 (specialized training and research) and those with at least 1 year's work experience in their current hospital. The response rate was 80.7%. Six hundred fifty-one participants completed and returned valid questionnaires, and 41.5% respondents worked in private hospitals, 34.4% worked in public hospitals, and the remaining 24.1% worked in hospitals run by religious organizations. The mean age of the participants was 30.5 ( $SD = 6.2$ ) years. The average work tenure was 4.5 ( $SD = 4.5$ ) years. The majority of respondents were female, and more than half were single. In terms of grade of nursing practice and educational level, there was a statistically significant correlation among the three types of hospitals.

Participants completed the MLQ- 5x to measure idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1984). Participants indicated their degree of perception about transformational leadership style regarding their leader (one level above) by using a 4-point Likert-type scale ranging from 0 = *not at all* to 3 = *frequently, if not always*. Cronbach's alpha ( $\alpha$ ) for transformational leadership was .975, which demonstrates good reliability (an alpha of greater than .70). In the present study, both composite reliability and the value of the average variance extracted (AVE) served to assess convergent validity. Researchers assess adequate convergent validity with reliabilities above .80 and the value of AVE above .50 (Ping, 2004). The value of the composite reliability in the transformational leadership scale is .98 (exceeding .80) and the value of AVE is .70, which may be viewed as good convergent validity (Lin et al., 2015).

Lin et al (2015) proposed a model to examine the relationships between nursing transformational leadership and the mental health outcomes of nurses. The result showed high statistically significant correlations between job satisfaction and organizational commitment. Both job satisfaction and organizational commitment were strong predictors of nurses' performance (Al-Ahmadi, 2009). The study addressed how should a leader's behavior influence staff satisfaction. Supervisor support influences psychosocial work characteristics. Lin et al. (2015) showed a statistically significant correlation between transformational leadership behaviors and supervisor support ( $r = .735$ ). Transformational leadership behaviors correlated positively with supervisor support ( $\beta = .76$ ). Nursing staff who were more satisfied with their work had a better quality of working life. When nurses felt satisfied with their employment, patient satisfaction increased (Kvist, Voutilainen, Mantynen, & Vehvilainen-Julkunen, 2014). As employees spend around half of their waking life at work, the workplace should be the best area to improve employees' health behaviors. The results of Lin et al.'s study indicated that encouraging leaders to use transformational leadership behaviors may be helpful to enhance organizational commitment. Thus, transformational leadership style can be a health promotion intervention applied within a health care setting.

Lin et al (2015) also measured organizational commitment. Organizational commitment is the level of psychological and social attachment an individual has to an organization. Organizational characteristics are important factors in the attraction and retention of nursing staff. One of the main approaches to measuring organizational commitment in health care professionals was the OCQ, which was a 15-item

questionnaire designed to describe global organizational commitment as a total commitment scale (Mowday, Steers, & Porter, 1979). A 5-point Likert scale ranging from 1 = *strongly disagree* to 5 = *strongly agree* was suitable for indicating degree of organizational commitment. Cronbach's alpha was .878. This scale included a total scoring method. The MLQ-5x showed strong reliability and validity. Although researchers have used other measurement instruments to explain transformational leadership, many researchers contend that the MLQ-5x is an effective instrument to measure transformational leadership constructs.

### **Utrecht Work Engagement Scale**

The UWES-9 is a survey instrument used to measure work engagement (Schaufeli, 2014; Schaufeli et al., 2006). Work engagement refers to a positive work-related state of fulfillment characterized by vigor, dedication, and absorption. Schaufeli (2014) and Schaufeli et al. (2006) developed the work engagement measurement and viewed engagement as consisting of three factors: vigor, dedication, and absorption. The UWES-9 measures employees' engagement level based on the hypothesis that engaged employees energetically and effectively connect with their work activities and see themselves as able to deal well with the demands of their job (Schaufeli, 2014; Schaufeli et al., 2006). The UWES was originally a 24-item scale that went to 17 items after psychometric evaluation, and the UWES-17 measures employee engagement according to six vigor items, five dedication items, and six absorption items (Schaufeli, 2014; Schaufeli et al., 2006). The UWES may be shortened to 9 items (UWES-9), as it will be

used in this study. The validity of the UWES-9 has been established to have optimal internal consistency and test-retest reliability (Schaufeli et al., 2006).

The subscales of engagement are vigor, dedication and absorption. Vigor relates to high levels of energy and the willingness to invest in one's work. Dedication relates to a sense of significance, inspiration, and challenge from one's work. Absorption relates to the sense of feeling happily engrossed and immersed in one's work.

### **Organizational Commitment Questionnaire**

The OCQ is a questionnaire designed to describe global organizational commitment as a total commitment scale (Meyer & Allen). The 18-item OCQ developed by Meyer & Allen (1993) is a widely used measure of organizational commitment among researchers. Meyer and Allen (1991) viewed commitment as a mind-set or psychological state that increases the likelihood of employees retaining membership in their organization and includes three components: affective commitment (desire to remain), continuance commitment (perceived cost of leaving), and normative commitment (perceived obligation to remain).

The 7-point Likert-type scale ranging from 1 = *strongly disagree* to 7 = *strongly agree* indicates degree of organizational commitment. Mowday et al. (1979) researched organizational commitment based on a series of studies among 2,563 employees in nine divergent organizations and found satisfactory test-retest reliabilities and internal consistency reliabilities. Cross-validated evidence of acceptable levels of predictive, convergent, and discriminant validity emerged for the instrument. Norms for males and females reflect the available sample. Mowday et al (1979) reviewed possible instrument

limitations and future research on the measurement and study of organizational commitment.

A recent study on volunteer engagement and organizational commitment in nonprofit organizations included the OCQ measurement tool. Chacon and Marta (2013) conducted the study among volunteers from 18 nonprofit organizations to predict the organizational commitment intention of volunteers to remain and if the work engagement constructs would predict the psychological well-being of a sample of 232 active volunteers. The volunteers worked in social or environmental fields, dedicated an average of 22 hours a month to volunteering, and had been part of the nonprofit organization for an average of 20 months. Participants completed the UWES and the OCQ. On the UWES-9, responses to the nine items ranged from 1 = *totally disagree* to 7 = *totally agree*. The UWES-9 included items such as “I am enthusiastic about my volunteer work” (dedication), “I always feel like going to do my volunteering” (vigor), and “time flies when I am doing my volunteer work” (absorption). The internal consistency of each of the subscales, measured using Cronbach’s alpha, was .79 for dedication, .79 for vigor, .78 for absorption, and .91 for the overall instrument.

The OCQ included 18 items (Meyer & Allen, 1993). Using a 7-point scale ranging from 1 = *strongly disagree* to 7 = *strongly agree*, the researchers assessed the degree to which the volunteers’ were emotionally attached to their organization. It included items such as “I take an interest in the organization’s future,” “I find that the organization’s values are similar to my own,” and “I am proud to say that I am a part of this organization.” Meyer & Allen’s (1990) examination of the relationship between the

commitment scale reported the Cronbach's alpha was .87 for affective, .75 for continuance, and .79 for normative. The volunteer sample scored slightly higher in engagement (5.55) than commitment (5.45). The study conducted by Chacon and Marta (2013) demonstrated that engagement and commitment correlated with all the positive outcomes in volunteering, which included the intention to remain in the organization as a volunteer and psychological well-being.

### **Literature Review as Related to Key Variables**

#### **Transformational Leadership**

Since the 1990's, research on leadership has focused on the positive link between effective leadership styles and positive performance outcomes in the for-profit organization sector. Charismatic leaders who direct, motivate, inspire, nurture, and embrace employee commitment and engagement can maximize performance outcomes. Transformational leadership nurtures trust in followers and inspires them to maximize their performance, morale, and ethical thrust within the organization.

While transformational leadership has many links to behaviors that foster many positive organizational outcomes, it can have potential negative consequences. Potential negative consequences involving transformational leadership include the claims that transformational leadership is a compilation of many leadership theories, which makes it difficult to train potential leaders, transformational leaders may be self promoting and ignore needs of followers, leaders may manipulate followers and encounter negative influences (Graham, Ziegert, & Capitano, 2015), it increases followers' dependency on their leader, and it is difficult to challenge the leader's authority.

### **Criticisms of Transformational Leadership**

Transformational leaders exert a significant influence over followers, and a potential exists for those leaders to abuse the power, trust, and respect that followers extend to them (Stone et al., 2003). Followers who have high dependency needs will tend to follow transformation leaders implicitly. The organization may lack system checks to restrict the emergence of a dictatorship, oppressive behavior, or incongruity in the distribution of power, which causes an imbalance of collaborative interests. Most transformational leaders extol positive moral values, but there are historical examples of charismatic leaders who lack honesty, equitable perspectives, and moral aptitude, such as the leadership responsible for the 1978 deaths at the Peoples Temple Agricultural Project in Jonestown, Guyana. The ability of transformational leaders to effect organization change must include a sense of moral responsibility, as transformational leaders have the propensity to create organizational cultures that can be either liberating or oppressive (Hay, 2015). To foster an organizational culture of change that embraces a high level of moral responsibility, transformational leaders must motivate followers by appealing to their ideals of moral values, honesty, trustworthiness, ethical values, reliability, and accountability and place a high emphasis on human rights (Burns, 1978; Ciulla, 2014).

### **Engagement**

Engagement is a “positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption” (Schaufeli & Bakker, 2003). Employee engagement has a connection to optimal organizational performance (Schaufeli & Bakker, 2003) and high morale (Britt, Dickinson, Moore, Castro, & Adler, 2007). Engaged followers

demonstrate an emotional attachment to their work and conserve their own engagement through job crafting (Bakker et al., 2015). Evolving from the research of Kahn (1990), the term engagement refers to the specific involvement in and framework present in a follower's work experience. Followers are enthusiastic about their tenure at their respective organization and maintain the intention to remain as employees or volunteers. The focus of engagement is not on any particular object, event, individual, or behavior (Schaufeli, 2014). The factors that determine both work engagement and motivation are physical, emotional, and psychological well-being (Hallberg & Schaufeli, 2006). Researchers question whether engagement is conceptually distinct from other constructs, such as commitment or burnout. Cole, Walter, Bedelan, and O'Boyle (2012) explored whether a relationship existed between burnout and engagement and found the concepts had a negative relationship.

Kahn (1990) examined the relationship between burnout and engagement. Schaufeli et al. (2006) described engagement as a constant affective-cognitive state and a burnout, asserting that engaged followers were energetic, effectively connected to their work activities and organizations, and that they believed that they had a high functionality in meeting the demands of their jobs. Researchers disagree about whether engagement is the opposite of burnout or if a relationship exists between them. Cole et al. (2012) examined 50 unique samples from 37 studies. The authors used meta-analytical techniques to assess the extent to which job burnout and employee engagement were independent and useful constructs. The findings indicated that (a) dimension-level correlations between burnout and engagement are high, (b) burnout and engagement



dimensions exhibit a similar pattern of association with correlates, and (c) controlling for burnout in meta regression equations substantively reduced the effect sizes associated with engagement. These findings indicated that organizations cannot dismiss doubts about the functional distinctiveness of the dimensions underlying burnout and engagement as pure speculation.

Researchers have suggested potential relationships between transformational leadership and employee engagement. Transformational leaders elevate followers to higher levels of potential while fulfilling the followers' higher order needs, which relates to a higher level of engagement (Kark & Shamir, 2013; Zhu et al., 2009). Researchers have documented transformational leadership and follower attitudes such as organizational commitment, engagement, happiness, job satisfaction, and personal well-being (Judge & Piccolo, 2004) but empirical research that links transformational leadership and followers' work engagement is limited (Zhu et al., 2009), especially regarding nonprofit organizations.

### **Volunteers' Engagement**

Creating a worker engagement culture has become a focal point for organizational leaders. Organizational leadership recognizes that a satisfied worker is not necessarily the best worker in terms of commitment and engagement. The concept of volunteer engagement evolved from the volunteer management movement created in 1976 by Wilson. Wilson (1976; 2012) asserted that management skills of the highest order were the most effective method to plan, organize, staff, direct, and manage a volunteer workforce. Management of volunteers is no longer an organization management

directive. The literature reflects organization change from a hierarchical top-down approach to a collaborative philosophy. Organizational management of volunteers has linked volunteer motivation on how volunteers want to embrace an organization's mission and vision with how they will attain organization goals into organizational behavior, philosophy, and structure. Keskes (2014) acknowledged that engaged workers value intellectual and emotional connections to the organization and demonstrate loyalty and commitment to the goals, values, and purpose of the organization. Engaged workers feel a commitment to exceeding basic workplace expectations and striving to realize their personal goals. Engaged volunteers respect leadership through the development of a culture that provides supportive leadership and encouragement for expressing ideas within the non-profit organization (Boezeman & Ellemers, 2014). Assembling an engaged and committed workforce is a challenge for many organizational leaders, as transformational leadership is necessary to devise effective strategies to inspire workers to maximize their full potential.

### **Commitment**

Determining an authentic definition for commitment varies among organizations is a complex task. No consensus definition encompasses the framework of every organizational culture and workforce. Organizational commitment represents an attachment or intention formed by workers related to their identification and participation in an organization. Worker loyalty, morale, needs satisfaction, positive organization culture, and worker empowerment contribute to a positive commitment by workers. Positive attachment to an organization may increase the likelihood of strong worker

commitment. A leadership style that appeals to worker confidence satisfies workers' individual needs and encourages and recognizes their contributions will nurture strong worker commitment to the organization. Organizational identification partially mediates the relationship between organizational support and affective commitment (Beck & Wilson, 2000; Brown, 2016; Marique et al., 2013).

### **Volunteers' Commitment**

Leaders of nonprofit organizations are increasingly using volunteer workers to ensure effective service delivery within their communities. In this study, a volunteer workforce included community residents who choose to volunteer to a nonprofit organization. The relationships among volunteers, community organizations, and workforce projects represent a gap in the field of nonprofit organizational commitment knowledge (Gilbert, Holdsworth, & Kyle, 2017)

### **Summary and Conclusions**

The field of transformational leadership literature includes multiple studies that involved assessing if a link exists between transformational leadership and employee performance, engagement, and commitment. Scholars often misconstrue engagement and organizational commitment (Bakker et al., 2011). In general, engagement and commitment are uniquely different and operative concepts in volunteering (Chacon & Marta, 2013). Researchers have only recently begun studying transformational leadership constructs in the volunteering field (Vencina et al., 2012). Although literature exists that substantiates that researchers have explored the link between transformational leadership, employee engagement, and organizational commitment, few researchers have explored

the link between transformational leadership and engagement and commitment of volunteers in the nonprofit sector. Most nonprofit studies include a specific nonprofit organization or a particular organizational type. Significant research exists on transformational leadership in for-profit organizations, government agencies, military organizations, and education institutions.

Transformational leadership is a leadership style that influences and engages followers to transform their work behavior to attain higher performance goals and commitment (Bass, 1985; Yukl, 1999). Transformational leadership creates commitment among the workforce by motivating followers and enhancing follower dedication and support for specific organizational goals (Klein, Molloy, & Brinsfield, 2012). In addition to the transformational behavior of leadership, follower commitment and engagement are effectively secure when organizational leaders embrace a culture of engagement focused on the development of engaging leaders whose behaviors nurture followers' engagement and commitment (Aon Hewett, 2014).

Follower engagement is critical to organization commitment and the attainment of organizational performance outcomes. Followers' engagement supports the attainment of organizational performance outcomes. Additionally, follower engagement and organization commitment requires a supportive culture, open feedback system, implicit trust, shared opportunities for career advancement, equitable and transparent human resources policies, procedures, training, and effective leadership development training for managers (Popli & Rizvi, 2016).

Transformational leaders strive to inspire and motivate their followers to embrace the organizational vision and goals and commit themselves to higher organizational performance outcomes. Transformational leadership does not strictly focus on the ability of a leader to reinforce organizational policies or regulations or control follower behavior. Transformational leaders' leadership style has exerted a positive influence on employee engagement through motivating employees to work diligently toward organizational goals and providing support and confidence in their talents and abilities (Popli & Rizvi, 2016). Numerous researchers have found a significant relationship between leadership behavior and organizational commitment of followers (Lyons, 2004; Rojas, 2000). Strengthening worker engagement increases worker commitment, which makes organizations more effective through unifying the culture of the work environment and stimulating ideation and innovation toward sustainable organizational success (Society for Human Resource Management, 2014).

In the nonprofit sector, engagement among the volunteer workforce has a close association with organizational commitment (Schneider & George, 2010). Leadership in nonprofit organizations must motivate the volunteer workforce without using traditional management incentives such as bonuses, salary compensation, or recognition awards (Posner, 2015). The transformational leadership theory clarifies how volunteer leaders motivate the commitment and engagement of volunteers without the use of extrinsic rewards or punishments (Catano, Pond, & Kelloway, 2010) using a leadership style that acknowledges the individual motivational differences between volunteer leaders and volunteers and allows the leaders to exert influence upon volunteers. Volunteer leaders

must develop mutually satisfying relationships with volunteers such that the volunteers will be willing and motivated to attain organizational goals. Transformational leadership represents an interactive leadership style. Burns (1978) found leaders and followers needed to display a significant degree of collaboration to facilitate the desired goals and effect organizational change. Transformational leaders seek to bring out the best in the followers by recognizing their contributions to the organization. Creating a culture of collaboration in nonprofit organizations allows volunteer leaders to establish a feedback system that provides support, respect, and encouragement to the volunteers, who in turn become more engaged and committed and work more effectively toward attainment of the organization mission and goals. Leadership in volunteer organizations is different from leadership in traditional organizations where staff members receive compensation (Posner, 2015). Current contributions of transformational leadership in nonprofit organizational change management focus on the relationship between transformational leadership and empowering an effective volunteering process. As leaders of nonprofit organizations develop strategic plans that target strategic models for organizational structures; leadership development; and identification, training, and retention of volunteers, the leaders will recognize growth in leadership, system-wide programs, funding resources, evaluation, communication activities, technologies, cross-cultural awareness, and workforce engagement and commitment that will strengthen the organization's productivity and sustainability, as well as the timely delivery of services in their respective communities.

Leaders of nonprofit organizations are becoming acutely aware of the strong correlation between transformational leadership and acquiring the core organizational competencies to meet the needs of the internal and external stakeholders. Strong, more effective leadership in the nonprofit sector will equate to more effective decision making, actions, conflict resolution, engaged and committed staff, and management of fiscal and material resources. Use of transformational leadership knowledge and skills equates to more effective community service to individuals in need.

This awareness is overdue, as traditional nonprofit leadership does not embrace continuous learning or leadership competencies, and fewer qualified leaders are joining the nonprofit sector. Leadership development in nonprofit organizations has not met with much success historically. Nonprofit organization leaders must incorporate continuous learning skills to ensure their organization will attain the adaptation skills necessary to address the needs of their respective communities. Nonprofit leadership must have the training to manage an organization through complex change processes, embrace the relational components of collaboration, and understand the core competencies needed to sustain delivery of services to the community. To ensure long-term sustainability, nonprofit leadership requires leadership practices that engage and enhance volunteer leader–follower relationships through supportive management (Batista-Taran, Shuck, Gutierrez, & Baralt, 2013). Existing literature supports the benefits of strengthening leader and follower relationships to increase follower loyalties to the organization and to foster a more motivated workforce to accomplish the organization goals. The sustainability of nonprofit organizations depends upon visionary, charismatic,

transformational leaders crafting synergies with followers. As transformational leaders place more value on collaborative and purposeful connections with the volunteer workforce, nonprofit organization leaders will become more effective in developing viable organizational solutions, as well as meeting the demands of local community residents. Chapter 3 will delineate the research methods to measure whether a relationship exists between transformational leadership and nonprofit volunteer engagement and commitment, creating a realistic understanding of how nonprofit volunteer motivation is sustained through effective leaders.



### Chapter 3: Research Method

The focus of this chapter is the research design for the study to determine whether a relationship existed between transformational leadership and nonprofit volunteer engagement and commitment. Chapter 3 include the research deign and rationale, research questions and hypotheses, methodology, sample population, sampling strategies, recruitment plan, instrumentation, data analysis plan, threats to validity, reliability, and ethical considerations.

The purpose of this quantitative study was to examine the relationship between transformational leadership, engagement, and its subscales (i.e., vigor, dedication, and absorbtion), and commitment, and its subscales (i.e., affective, continuance, and normative). The independent variable was transformational leadership ( $X$ ). The two dependent variables were volunteer workforce engagement ( $Y_1$ ) and volunteer workforce commitment ( $Y_2$ ). The population for this study included 111 individuals who volunteer in nonprofit organizations as identified by SurveyMonkey® online survey administration.

Other researchers have focused on the relationship between transformational leadership and employee engagement and commitment in for-profit organizations. These researchers have established a positive link between transformational leadership and increased employee commitment and engagement (Popli & Rizvi, 2016; Zhu et al., 2009). Very few researchers have identified the relationship between these variables in a nonprofit organization setting (Freeborough, 2012). As the mission of nonprofit organizations meet important community service needs, this study addressed a significant gap in existing volunteer research.

In the study, I used a correlational research design that enabled the testing of the relationships between the study variables. A correlational design is a descriptive form of quantitative research that examines the relationships between the study variables to investigate “the extent to which differences in one characteristic or variable are related to differences in one or more other characteristics or variables” (Manley & Alerto, 2017, pp. 35-36). The correlational design is a simple regression model that tests the significance of the relationship between variables (X,Y). The hypotheses for RQs 1 and 2 were accepted or rejected depending on whether the  $p$  values for the  $B_1$  coefficient were significant. In hypothesis testing, it is assumed that the null hypothesis is true unless rejected. The statistical relationship between the variables in the null hypotheses are represented by:  $H_0: B_1 = 0$ . The alternative hypothesis is represented in testing as an observation of a nonrandom event. The test of the alternative hypothesis is represented by:  $H_1: B_1 \neq 0$ .

In the study, RQs 3 and 4 used sets of simple linear regression models. RQ 3 tested the significance of the relationship between the independent variable (X) and the subscales ( $Y_1, Y_2, Y_3$ ). of the dependent variable engagement. The three subscales of engagement were vigor, dedication, and absorption. RQ 4 tested the significance of the relationship between the independent variable (X) and the subscales ( $Y_1, Y_2, Y_3$ ) of the dependent variable commitment. The three subscales of commitment were affective, normative, and continuance.

The hypotheses for RQs 3 and 4 were accepted or rejected dependent upon whether the  $p$  values for the  $B_1$  coefficient were significant. The test of the hypotheses

for these research questions was represented by the model:  $Y = B_0 + B_1X + \varepsilon$ , where  $B_1$  and  $B_0$  represented the regression coefficients and  $\varepsilon$  represented the random error.  $H_0: B_1 = 0$  and  $H_1: B_1 \neq 0$ . The test of test of the alternate hypotheses for these RQs was represented by the model:  $H_1: B_1 \neq 0$ .

Understanding how to motivate a volunteer workforce may contribute to social change by providing effective leadership strategies to motivate the volunteer workforce in nonprofit organizations as nonprofits align the organizational mission and goals with volunteer task assignments. This alignment may ensure a volunteer workforce will work beyond individual self-interest (Bass, 1996e and will embrace organizational goals and tasks.

### **Research Design and Rationale**

This quantitative correlational study involved examining the relationship between transformational leadership and nonprofit engagement and commitment. Quantitative research includes philosophical foundations or worldview assumptions as a means for conducting scientific research (DePoy & Gitlin, 2015). Worldviews in research are the basic tenets researchers hold to guide the framework of their research plan (Guba, 1990). Researchers' experience influences the worldview and directly affects the approach taken during research studies. Quantitative researchers traditionally embrace a postpositivist sense of knowledge and recognize that the causal effects of research problems influence outcomes (Koivu & Damman, 2015). As postpositivists, quantitative researchers examine a phenomenon that exerts influence upon specific measurable outcomes. Post-positivists

choose to embrace a research approach that addresses the innovation process and its associated effect on society (Adam, 2014)

Postpositivists seek knowledge based upon real-world observation and the quantitative measurement of a phenomenon. In conjunction with observable measurements of human behavior, quantitative researchers attempt to quantify the underlying theories that have a causal impact on the phenomenon. Researchers attempt to substantiate or refute the theory objectively through empirical observations and tests.

Quantitative research involves collecting and analyzing numerical data to test hypotheses. Quantitative researchers test a null hypothesis to determine if they can reject it in favor of an alternative hypothesis (Banerjee, Chibris, Jadhav, Bhawalker, & Chaudhury, 2009). The process of supporting or refuting hypotheses with data, observable evidence, or underlying theoretical and conceptual considerations adds to the knowledge about how a phenomenon acts in the real world. Quantitative researchers use statistical analysis to test the relationships between the research variables as they would appear in the general population (Babbie, 2015; Crede & Borrego, 2014). Objectivity is essential in data collection, in examination of measures collected through instrumentation, observations, intervention, and in data analysis to ensure validity and reliability while mitigating potential study bias (Arguinis & Vandenberg, 2014).

Although researchers have related transformational leadership to employee engagement and commitment among for-profit organizations, the researchers have indicated in the literature the need for additional empirical research to assess relationships

in the nonprofit organization sector (Freeborough, 2012). In this study, I used a quantitative, nonexperimental, correlational, inferential statistical research design, and a nonprobability random sample. A correlational, nonexperimental research methodology involves assessing research questions without manipulating the study variables. The correlational approach is an appropriate methodology to use to examine the relationship between the variables. An experimental approach involves manipulating a variable to determine the causal relationship between the variables. This study included a non-experimental approach to provide a description of the relationship between the variables rather than an assessment of the causality of the relationships between the variables (Cooper & Shindler, 2011).

The independent variable was transformational leadership. The dependent variables were volunteer engagement and commitment in nonprofit organizations. The quantitative research methodology was suitable to secure numerical data from the target population to assess the likelihood of a statistically significant relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations. The quantitative questions were suitable to support the analysis and to determine whether charismatic leadership affects nonprofit organization volunteer performance outcomes. This study involved the relationship between transformational leadership and the subscales of engagement (vigor, dedication, and absorption) and commitment (affective, normative, and continuance). The subscales of engagement are as follows: (a) vigor refers to the willingness, high levels of energy, and cognitive fortitude invested during work, even in the midst of

challenge; (b) dedication refers to the significant involvement in a person's work endeavor and includes pride, inspiration and enthusiasm; and (c) absorption refers to the full contentment in work to the point of experiencing difficulty detaching from one's work (Schaufeli, 2014; Truss, Alfes, Delbridge, Shantz, & Sloane, 2012). The subscales of commitment are as follows: (a) affective commitment refers to the emotional attachment of an individual to an organization where they embrace the goals, values, and mission of the organization; (b) normative commitment refers to the fact that individuals remain with an organization based on specific behavioral or social expectations; and (c) continuance commitment refers to the degree to which an individual remains with an organization based upon their relationship with their organization on what they receive in return for their efforts (Meyer & Allen, 1997). This correlational study, which serves as a springboard for empirical investigations into the impact of transformational leadership on volunteer workforce engagement and commitment, builds upon existing research studies to address the critical concerns of management of the volunteers (Boezeman & Ellemers, 2014).

### **Research Questions**

This study involved assessing the relationship between transformational leadership and volunteer workforce engagement and commitment. Researchers who have conducted empirical research on transformational leadership include Downton (1973), House (1977), Burns (1978), and Bass and Avolio (1990). Previous researchers have sought to establish a significant link between transformational leadership and organizational commitment among for-profit organizations. Researchers have also

targeted the relationship between transformational leadership and employee engagement and commitment. Limited research exists in which a researcher correlated the relationship between transformational leadership and increased organizational commitment among non-profit organizations. (Zhu et al, 2009) Fewer studies exist that examined the relationship between transformational leadership and volunteer engagement and commitment in nonprofit organizations, specifically assessing transformational leadership and its subscales, engagement and its subscales, and commitment and its subscales. Prior studies have indicated that the most recent version of the MLQ-5x assesses transformational leadership as a single hierarchical construct and recommend the need for further research to justify the interpretation of individual subscales (Avolio & Yammarino, 2013; Carless, 1998).

This quantitative correlational study provided a framework for evaluating the significance of the relationship between the independent and dependent variables in a reasonable timeframe without numerous constraints on the researcher or research process. The basic research questions and hypotheses were as follows:

RQ: What is the relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations?

*H<sub>0</sub>*: There is no relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

*H<sub>a</sub>*: There is a relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ – 5x. The dependent variable, volunteer workforce engagement in nonprofit organizations, was measured by utilizing the UWES-9. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to volunteer workforce engagement in nonprofit organizations.

RQ2: What is the relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations?

$H_0$ 2: There is no relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

$H_a$ 2: There is a relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

The above hypotheses were tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ – 5x. The dependent variable, volunteer workforce commitment in nonprofit organizations, was assessed by utilizing the OCQ. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to volunteer workforce commitment in nonprofit organizations. In testing the above statistical model,  $Y = B_1 + B_x = \epsilon$ , where Y = the independent variable and X = the dependent variable,  $H_0 = 0$  and  $H_1: B_1 \neq 0$ .

In RQs 1 and 2, the hypothesis tests assessed whether the total independent variable transformational leadership was statistically related (i.e., correlated) to volunteer



workforce engagement and commitment in nonprofit organizations, respectively. The hypothesis tests for RQs 3 and 4 assessed which of the three dependent variable subscale(s) was statistically related (i.e., correlated) to the independent variable transformational leadership. These hypotheses tests provided an in-depth measure of how the independent variable transformational leadership affected the dependent subscales.

RQ3: What is the relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations?

$H_{03}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations.

$H_{a3}$ : There is a relationship between transformational leadership each of the subscales of volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of a set of simple linear regression to see how transformational leadership impacted each of the subscales of engagement. The independent variable, transformational leadership, was measured by utilizing the MLQ – 5x. The dependent variables, the subscales of volunteer workforce engagement in nonprofit organizations, were measured by the UWES. The subscales of engagement measured the level of engagement that the volunteer worker developed with the organization through a positive work experience, characterized by vigor, dedication, and absorption. The hypotheses test assessed whether transformational leadership was statistically related (i.e. correlated) to the subscales of volunteer workforce engagement in nonprofit organizations. In testing the above statistical model,  $H_0: B_1 = B_2 = B_3$  and  $H_1: B_1 \neq B_2 \neq B_3$ .

$H_0 = 0$  and  $Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$ , where  $X_1$ ,  $X_2$ , and  $X_3$  are the subscales of volunteer nonprofit engagement (i.e., vigor, dedication, and absorption)

RQ4: What is the relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations?

$H_{04}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

$H_{a4}$ : There is a relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

The above hypotheses were tested by means of a set of simple linear regression to see how transformational leadership impacted each of the subscales of commitment. The independent variable, transformational leadership, was measured by the MLQ-5x. The dependent variables, the subscales of volunteer workforce commitment in nonprofit organizations, were measured by utilizing the OCQ. The subscales of commitment measure the commitment that the volunteer worker develops with the organization through a positive work experience, characterized by affective, normative, and continuance commitment. The hypothesis test will assess whether transformational leadership was statistically related (i.e. correlated) to the subscales of volunteer workforce commitment in nonprofit organizations. In testing the above statistical model,  $H_0: B_1 = B_2 = B_3$  and  $H_1: B_1 \neq 0 \neq B_2 \neq B_3$  where  $X_1$ ,  $X_2$ , and  $X_3$  are the subscales of volunteer nonprofit commitment (i.e., affective, continuance, and normative).

The study involved measuring the variables objectively using published instruments. The instrument selected to measure the independent variable,

transformational leadership, was the MLQ – 5x; the instrument selected to measure the dependent variable volunteer engagement was the UWES-9; and the instrument selected to measure the dependent variable volunteer commitment in the nonprofit organization was the OCQ. The data analysis involved correlational and multiple linear regression. This study extended prior research on the relationships between transformational leadership, engagement, and commitment in nonprofit organizations to assess if transformational leadership can motivate an organizational workforce into an engaged culture of committed volunteers. Enhancing the engagement and commitment of the workforce has a connection to positive organizational outcomes in for-profit organizations (Freeborough & Patterson, 2015). Positive business outcomes may provide strategic influences that strengthen the engagement and organizational commitment of volunteers in nonprofit organizations.

## **Methodology**

### **Population**

The target population for this study was individuals who have served as volunteers in nonprofit organizations for their respective communities in the United States. For the purpose of this research study, a *volunteer* was an adult, ages 18 – 65, who had provided volunteer service an organizational context out of free will and not for financial gain. The study sample included individuals of both genders, diverse educational experience, varied volunteer experience with their respective organization ranging from less than 1 year to over 20 years, age groups of 18-65 years, diverse volunteer organization purposes, varied volunteer staff responsibility, and

differing numbers of volunteers in their respective organization. The target populations represented a diverse group of individuals who volunteer on their own free will and without monetary compensation in U.S. community service organizations of varying sizes, mission, and vision.

### **Sampling and Sampling Procedures**

The identification of the sample, determination of the study sampling procedures, and the selection of the sampling strategy related to the acquisition of a sample that will approximate the characteristics of the general population (Fowler, 2009). The sample frame represented individuals in the population who had a reasonable chance of selection for the sample (Coopers & Schindler, 2011). As this research study included a non-probability sample, it did not include randomly selected study participants (Field, 2009). Determining the optimal sample size for a research study can often interject unintentional bias. Fowler (2009) found that research sampling procedures for selecting a small sample of the population involved relying on pre-determined statistical parameters, and an acceptable margin of error.

Qualified SurveyMonkey® survey audience was used for this study. The target study population met the required conditions to participate as adults (ages 18- 65), who self-identified their role as volunteers in nonprofit organizations. In an effort to minimize bias, this study included participants who self-identified as volunteers in nonprofit organizations, regardless of their race or gender, and their nonprofit organization's mission, vision, size, and geographic location in the United States.

The effect size for this study was calculated through utilization of G\*Power 3.1. G \*Power 3.1 was the sample size calculating software used to determine the required sample size for the research study. G\* Power 3.1 was free software obtainable through Heinrich-Heine University of Dusseldorf. Its capabilities included power calculations and sample-size calculations. According to G\* Power 3.1, the minimum sample size of this research study was 82, based upon a power level of .80 and  $\alpha = .05$ . (See Appendix H.)

### **Recruitment**

The participants were volunteers in U.S. nonprofit organizations. The volunteers, ages 18-65, represented a diverse group of organizational missions and goals, volunteer experience, ethnicities, and educational levels. The research study involved surveying an audience panel through SurveyMonkey® survey administrative service. The Survey Monkey® survey system automatically sent potential respondents an icon. The audience panel clicked on the icon to access a description of the study and provide consent to participate in the study. Participants were asked to read the consent form at the beginning of the survey and to indicate that they consented to participate in the survey by checking the appropriate box. The SurveyMonkey® survey system provided a secure web-based technology to identify and select qualified participants who had provided consent to serve on survey audience panels, measure response rates. The rationale for using SurveyMonkey® as a research platform was that it provided immediate access to the desired target population. An icon was sent from SurveyMonkey® to the audience panel account of self-identified nonprofit volunteers. By clicking the icon, the respondents

accessed a description study. While consent for participation in the study was embedded in the SurveyMonkey® audience panel, participants accessed a description of the study and provided consent to participate in the study by reading the consent form at the beginning of the survey and indicating that they consented to participate in the survey by checking the appropriate box.

Using SurveyMonkey® may enhance the response rate by allowing the participants to respond at their convenience within the time parameters of the survey process. Potential participants received instructions to complete the survey over a time frame of 7 business days. Anticipated time to respond to all items in the survey was 30 minutes.

Upon receipt of the survey participants' data, the response information, exported from Microsoft Excel 2016 into Statistical Package for the Social Sciences (SPSS) Version 24, was used to run a statistical analysis. BoxCryptor, a secure and encrypted electronic data storage system, stored the study data. The data will be permanently deleted from the supplemental computer in 5 years.

### **Instrumentation**

The study included three published instruments and a demographic survey. Permission to use the instruments occurred through purchasing licenses, through written agreement to conduct the study, and through adherence to published usage parameters. The instruments in this study measured transformational leadership, gender, highest education level, age, number of years of volunteer experience, organizational purpose, and number of volunteers in the organization. The study involved measuring

transformational leadership using Avolio and Bass's (2004) MLQ-5x. The study participants responded to 20 items in the MLQ, using a 5-point Likert scale with responses ranging from 0 = *Not at all* to 4 = *frequently if not always* (Avolio et al., 1999; Avolio & Bass, 2004, Bass & Avolio 1999). The MLQ-5x provided the opportunity to assess transformational leadership based upon Bass's (1985) leadership continuum. The MLQ-5x features 20 statements, four statements for each of the five subscales, through which survey respondents described their perception of the leadership style of the person to whom they directly report.

This research study included five of the nine MLQ subscales. The five subscales selected were measures of transformational leadership: (a) idealized influence (behaviors), (b) idealized influence (attributes), (c) inspirational motivation, (d) intellectual stimulation, and (e) individualized consideration. Schaufeli et al. (2006) UWES-9 measured volunteer engagement. UWES-9 has three subscales: (a) vigor, (b) dedication, and (c) absorption. The UWES-9 instrument, Schaufeli and Baker (2003), consists of seventeen questions and a 7-point scale with responses ranging from 0 = *never* to 6 = *every day*. The survey respondents indicated if they had experienced each of the described feelings, and the frequency by identifying the number (from 0 to 6) that best described the frequency of their experience. Cronbach's  $\alpha$  of the UWES-9 exceeds the generally accepted scale of  $\alpha > .70$  (Schaufeli & Bakker, 2003).

The tool selected to measure volunteer commitment was the OCQ (Meyer et al., 1993). The OCQ consisted of 18 statements, six statements among each of the three subscales: affective, normative, and continuance. These subscales represented feelings

that survey respondents experienced about the nonprofit organization for which they volunteer. The research respondents indicated their level of agreement or disagreement in accord with each statement. The OCQ provided an opportunity to assess the respondents' feelings about the respective nonprofit organization for which they were volunteering. The assessment for all measures was on a 5-point Likert-type scale ranging from "1=strongly disagree" to "5= strongly agree" (Cohen,1988; Meyer et al.,2002). (See Appendix G.)

### **Data Analysis Plan**

The assessment of research data involved a correlational analysis to assess the strength of the relationship between variables using statistical data. The statistical software, SPSS, was suitable to determine whether a relationship existed between the study variables, as well as how strong the relationship was. SPSS, version 24 was suitable to run the regression statistical analysis to test the hypotheses. The data analysis included descriptive statistics, standard deviations, and percentages necessary for the parametric tests. The research data, coded in a data file, corresponded to the responses for each question. SPSS was suitable to calculate the subscales and total scores of each of the instrument measurements. Before the statistical analysis was conducted, data screening procedures involving the research variables identified miscoded and missing data. The main purpose of conducting data screening was to strengthen the performance of the statistical methodology. SPSS screened the response data. Additionally, cleaning the research data assessed normality and linearity problems, the impact of outliers, and any missing data which could effectively increase the R squared values. Data research



screening procedures facilitated an analysis procedure which resulted in appropriate and accurate estimates.

Data analysis involved assessing the correlation between the independent and dependent variables. This quantitative correlational study served as a framework for evaluating the significance of the relationship between the independent and the dependent variables. Simple linear regression was used to measure the hypotheses to develop a predictive model in addition to the correlational analysis.

The research questions and hypotheses were as follows:

RQ1: What is the relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations?

$H_01$ : There is no relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

$H_a1$ : There is a relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

RQ2: What is the relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations?

$H_02$ : There is no relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

$H_a2$ : There is a relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

RQ3: What is the relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations?

$H_{03}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations.

$H_{a3}$ : There is a relationship between transformational leadership each of the subscales of volunteer workforce engagement in nonprofit organizations.

RQ4: What is the relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations?

$H_{04}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

$H_{a4}$ : There is a relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

As this was a correlational research study, statistical analysis was used to measure the relationship between continuous variables (Curtis et al., 2015; Cooper & Schindler, 2011). The rationale for using a correlational analysis was that it provided a predictive assessment about the relationship between the variables and ways they were related. Correlational analysis did not provide an assessment of causality of the phenomenon. With linearly related variables, Pearson's correlation coefficient  $r$  served as a measure to examine the strength of the association of the variables.

The instruments selected in this study (MLQ-5x, UWES-9, and the OCQ) included Likert-type ordinal scales that were treated as continuous variables (Avolio et al., 1999; Avolio & Bass, 2004; Bass & Avolio, 1990; Cohen, 1996; Meyer et al., 2002; Schaufeli et al., 2006). Cronbach's alpha established reliability for each subscale (Fields,

2009). Results showed whether there was a significant relationship to two decimal places.

Correlational and simple linear regression were used to analyze the study data. Bivariate correlations, a statistical analysis method, was used to assess the relationship between the independent and dependent variables (Cohen, Cohen, West, Stephen, & Aiken, 2013). Bivariate correlations and single linear regression were used to measure the degree of linear relationship. A bivariate correlation coefficient ( $r$ ) ranges from -1 to +1 to indicate the degree of linear relationship between the study variables. The closer ( $r$ ) is to +1 or -1, the more closely the two variables will be assessed as related. If the correlation coefficient ( $r$ ) is close to 0, it will indicate that there is no relationship between the study variables. If the correlation coefficient ( $r$ ) is positive, it will mean that there is a direct relationship between one variable and another (i.e. as one variable gets larger, the other variable gets larger. If ( $r$ ) is negative, it will mean that there is an inverse relationship between the variables (i.e. as one variable gets larger the other will get smaller. A required  $p \leq .05$  will control for type 1 errors and result in rejection of the null hypothesis in favor of the alternative hypothesis (Cohen et al., 2013). Covariates or confounding variables, continuous variables that are observable and often unanticipated during the research process, may have had a negative impact on the internal validity of the research participants responses. Covariates and confounding variables may also cause measurement unreliability and exert a disastrous effect on parameter estimates and error rates when entered into regression-based mode (Westfall & Yarkoni, 2016). To minimize the negative effects of confounding variables, researcher must select a research plan

which is well-planned and features sound operationalization, but it is often difficult to control these effects.

### **Threats to Validity**

This quantitative research study involved three distinct measurements of validity: external validity, internal validity, and construct validity. External validity refers to the extent to which an instrument used in the study provided conclusions a researcher could generalize to other populations or situations (Campbell & Stanley, 2015). Threats to external validity represent explanations that account for why a generalization may not be valid. Internal validity assesses how well an instrument measures the specific concept it should measure (Fields, 2009). The instruments selected for this study (MLQ -5x, UWES, and the OCQ) used Likert-type ordinal scales (Avolio et al., 1999; Avolio & Bass, 2004; Bass & Avolio, 1990; Cohen, 1996; Meyer et al., 2002; Schaufeli et al., 2006). Cronbach's alpha established reliability for each subscale (Fields, 2009). Results reported showed whether there was a significant relationship to two decimal places.

Construct validity relates to the degree to which a test measures what it claims, or how well a statistical test represents it (Cooper & Shindler, 2015; Freeborough & Patterson, 2015). The MLQ instrument provides strong construct validity among its subscales (Avolio & Bass, 2004). Several studies in literature confirmed the fact that the MLQ supports construct validity (Freeborough & Patterson, 2015).

### **Reliability**

Reliability tests how consistently an instrument measures a specific concept (Fields, 2009). Researchers demonstrated the reliability of the three instruments selected

in this research study (i.e., MLQ-5x, UWES-9, and OCQ) in a number of previous studies (Avolio et al., 1999). Cronbach's alpha, which measures internal consistency, substantiates that UWES-9 exhibits good internal consistency and test-retest reliabilities (Schaufeli et al., 2006). Earlier researchers have also investigated OCQ reliability. The three subcomponents of affective, continuance, and normative commitment provide measurements with stable reliabilities (Meyer & Allen, 1991). Pilot testing the three instruments was not necessary due to the established reliability provided in previous studies.

### **Ethical Procedures**

Ethical considerations for research relates to responsibility, integrity, and respecting the human rights and dignity of participants. Researchers must ensure the privacy and confidentiality of study participants and appropriately anticipate the realm of possible uses of study information. Researchers do not attempt to secure opportunities that will promote personal gain. Researchers attempt to design research that minimizes risk to participants. Although a research study may not be risk-free, it was a reasonable expectation that no intentional harm would occur due to participation in this research. Walden University requires an approved Institutional Research Board (IRB) application, IRB approvals, and completed ethical research training prior to the start of the data collection process. The Walden University IRB approval number for this research study was 02-14-18-0279588.

The participation of the individuals in this study was voluntary. Participants did not personally receive monetary compensation for agreeing to participate. There was no

consequences for not participating or completing a survey. SurveyMonkey® audience panel respondents do not personally receive incentives or compensation for their participation. SurveyMonkey® does donate \$.50 to a charity of the respondent's choice for each survey completed. Each potential participant received an icon in the audience panel account as an "invitation to participate". The survey explained the purpose of the study and the parameters for use of information provided by the responses. Informed consent was represented by each participant by selecting the appropriate consent box on the bottom of the consent form. All study participants indicated that they understood all relevant information regarding the decision to participate in the study (National Institutes of Health, 2011).

I will publish the results of the study. After May 1, 2018, I will provide the research study participants with the final results of the study. The SurveyMonkey® audience panel respondents to the survey will be informed about the availability of the final study results on the study Consent Form. Study respondents will be advised to access [www.Facebook.com](http://www.Facebook.com) and search for the group "Transformational leadership-nonprofit volunteer engage/commit study result." I will publish the compilation of all of the study results, charts, and corresponding graphs. Researchers have an obligation to maintain the confidentiality of data. It will not be possible to associate a completed survey with a specific participant or class of participants. The survey participants' data and the response information was exported from Microsoft Excel 2016 into Statistical Package for the Social Sciences (SPSS) Version 24. SPSS was used to run a statistical analysis. BoxCryptor, a secure and encrypted electronic data storage system, stores the

study data on a supplemental computer, which was locked in a fire proof safe. The research data will remain in storage for the minimum 5 year time period, at which time the data will undergo destruction.

### Summary

This chapter included an outline of the research methodology selected to examine the research questions and test the hypotheses. Chapter 3 included an overview of the research methodology, research design, sample, instrumentation, data collection and analysis, validity and reliability, and ethical considerations of the study. The purpose of this quantitative study involved examining the relationship between transformational leadership, engagement and commitment, and their respective subscales. Simple linear regression tested the significance of the relationship between variables (X,Y). The independent variable was transformational leadership ( $Y_1$ ). The two dependent variables were volunteer workforce engagement ( $X_1$ ) and volunteer workforce commitment ( $X_2$ ). The research hypotheses was tested utilizing *t-test* statistical analysis.

The target population for this study, 111 volunteers in nonprofit organizations, received an icon in their audience panel account as an “invitation for participation” in the research study through SurveyMonkey®. This survey used three published instruments: The MLQ-5x, the UWES-9, and the OCQ. Data responses of the participants were collected, analyzed, and run through the Statistical Package for the Social Sciences (SPSS). The confidentiality of the participants’ responses will be protected and data from the study will be stored for 5 years.

Chapter 4 will focus on the results of the study, including the data collection, recruitment response rate for (attempted vs. completed), descriptive and demographic characteristics of the sample population, representative appropriateness of sample, and the correlational and multiple linear regression tests on the study variables.



## Chapter 4: Results

### Introduction

This chapter provides an analysis of the data collected through the research process. Chapter 4 includes sections on survey purpose, research questions, hypotheses, data collection/response rates, analysis of descriptive statistics, evaluation of assumptions, study results, and an introduction to Chapter 5.

The purpose of this quantitative study was to examine the relationship between transformational leadership, nonprofit volunteer engagement, and its subscales (i.e., vigor, dedication, and absorption), and nonprofit volunteer commitment, and its subscales (i.e., affective, continuance, and normative) in the nonprofit sector. The independent variable of this study was transformational leadership. The dependent variables were nonprofit volunteer workforce engagement and commitment. The population for this study consisted of 111 nonprofit employees, as identified by SurveyMonkey® online survey administration.

### Research Questions and Hypotheses

The basic research questions and hypotheses for this study were:

RQ1: What is the relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations?

$H_01$ : There is no relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

$H_a1$ : There is a relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ – 5x. The dependent variable, volunteer workforce engagement in nonprofit organizations, was measured by utilizing the UWES. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to volunteer workforce engagement in nonprofit organizations.

RQ2: What is the relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations?

$H_02$ : There is no relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

$H_a2$ : There is a relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

The above hypotheses was tested by means of simple linear regression. The independent variable, transformational leadership, was measured by utilizing the MLQ –5x. The dependent variable, volunteer workforce commitment in nonprofit organizations, was assessed by utilizing the OCQ. The hypothesis test was assessed whether transformational leadership was statistically related (i.e. correlated) to volunteer workforce commitment in nonprofit organizations.

RQ3: What is the relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations?

$H_03$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations.

*H<sub>a3</sub>*: There is a relationship between transformational leadership each of the subscales of volunteer workforce engagement in nonprofit organizations.

The above hypotheses were tested by means of a set of simple linear regression to see how transformational leadership impacted each of the subscales of engagement. The independent variable, transformational leadership, was measured by utilizing the MLQ – 5x. The dependent variables, the subscales of volunteer workforce engagement in nonprofit organizations, were measured by the UWES-9. The subscales of engagement measured the level of engagement that the volunteer worker develops with the organization through a positive work experience, characterized by vigor, dedication, and absorption. The hypothesis test assessed whether transformational leadership was statistically related (i.e. correlated) to the subscales of volunteer workforce engagement in nonprofit organizations.

RQ4: What is the relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations?

*H<sub>04</sub>*: There is no relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

*H<sub>a4</sub>*: There is a relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

As this will be a correlational research study, statistical analysis will be used to measure the relationship between continuous variables (Curtis et al., 2015; Cooper & Schindler, 2011). The rationale for using a correlational analysis is that it provides a predictive assessment about the relationship between the variables and ways they are

related. Correlational analysis will not provide an assessment of causality of the phenomenon.

### **Data Collection**

The research survey was distributed through SurveyMonkey® to an audience response panel that adhered to the parameters of the study. The target study population met the required conditions to participate, which were to be adults (ages 18- 65) who self-identified their role as volunteers in nonprofit organizations. In an effort to minimize bias, this study included participants who self-identified as volunteers in nonprofit organizations regardless of their race, gender, or their nonprofit organization's mission, vision, size, and geographic location in the United States.

G \*Power 3.1 was the sample size calculating software use to determine the required minimum sample size for the research study. According to G\* Power 3.1, the minimum sample size of this research study was 82, based upon a power level of .80 and  $\alpha = .05$ . (See Appendix H.)

### **Response Rates**

Of the 259 surveys delivered, the 111 complete survey responses satisfied the minimum sample size of 82 individuals necessary to provide generalizability to the population at large. Approximately 57% of the surveys were removed for either failing to meet the study sample parameters or failure to complete the survey. The specific research data was analyzed in relation to the research questions and hypotheses.

### **Instrument Reliability**

Cronbach's alpha coefficients were computed for each variable in order to assess the reliability of the three instruments used in the research study. Alpha coefficients above .70 are considered adequate. Cronbach's alpha provided a measure of the reliability or internal consistency of the instruments. Additionally, it ensured that the use of the item statistic was not problematic. The correlations measured the overall instrument reliability. Cohen's standard was used to evaluate the strength of the relationships, where coefficients between .10 and .29 represent a small effect size, coefficients between .30 and .49 represent a moderate effect size, and coefficients above .50 indicate a large effect size (Cohen, 1988). The Cronbach's Alpha coefficients for all three instruments were above .70, and the variable total correlations ranged from 0.44 or moderate to large and positive, indicating acceptable reliability.

### **Study Results**

This study sought to evaluate the impact of transformational leadership on nonprofit volunteer engagement and commitment. The research questions and hypotheses examined the implications of leaders utilizing transformational leadership to affect a change in the attitude and behavior of nonprofit volunteer engagement and commitment. Three published instruments were used to measure the research variables. (See Appendix I.) The MLQ- 5x was used to measure transformational leadership attributes in the study. The individual characteristics of independent variable transformational leadership were not measured. The data from the MLQ instrument was used in the aggregate to measure the impact of the charismatic leadership on nonprofit

volunteers. The UWES-9 and the OCQ was used to measure the subscales of the dependent variables engagement and commitment, respectively. The UWES-9 measured the nonprofit volunteer engagement subscales: vigor, dedication, and absorption. The OCQ was used to measure the subscales of nonprofit volunteer commitment: affective, continuance, and normative. A demographic survey designed by SurveyMonkey® was used to assess the age, gender, household income, and region of the country. (See Appendix J.)

### **Test Assumptions**

I assessed the assumptions of equality of variance and homogeneity of the correlations by running the reliability test of Cronbach's Alpha, an ANOVA-analysis of variance, and a simple linear regression to assess the equality of variances between the variables. The assumption of equality of variances was met in most of the tests at  $p < 0.001$ . Outliers were not problematic.  $R^2$  values, which represented how much variance in the dependent variable is explained by the predictor variable, indicated that while the relationships were weak to moderate in significance, the predictor variable did not fully explain all of the variations among the dependent variables, especially with OCQ\_C (Continuance).

### **Descriptive Statistics**

Descriptive statistical analyses were calculated on data from the 111 participants who responded to the survey. The most frequently observed category of age was 45-60 ( $n = 46$ , 41%). The most frequently observed category of gender was female ( $n = 95$ , 86%). The age and gender observed results were supported by the 2015 Bureau of Labor

Statistics data that show that the average age of volunteers was 45 -54 and that women continue to volunteer at a higher rate than men (U.S. Department of Labor, Bureau of Labor Statistics, 2016) The most frequently observed category of household income was \$25,000-49,000 ( $n= 21$ , 19%). The most frequently observed category of the region was South Atlantic ( $n=27$ , 24%). Table 2 provides data results of the demographics information for the respondents by age, gender, household income, and region of the country. The descriptive statistics of the nominal variables are represented in Table 3.

Table 2

*Frequency Table for Nominal Variables*

Variable	n	%
<b>Age</b>		
18-29	13	11
30-44	27	24.3
45-60	46	41.4
60+	25	22.5
<b>Gender</b>		
Female	95	85.6
Male	16	14.4
<b>Household Income</b>		
\$0-9,999	6	5.4
\$10,000-24,999	12	10.8
\$25,000-49,999	21	18.9
\$50,000-74,999	13	11.7
\$75,000-99,999	13	11.7
\$100,000-124,999	15	13.5
\$125,000-149,999	5	4.5
\$150,000-174,999	3	2.7
\$175,000-199,999	3	2.7
\$200,00+	5	4.5
No Answer	15	13.5
<b>Region</b>		
East North Central	13	11.7
East South Central	6	5.4
Middle Atlantic	12	10.8
South Atlantic	28	25.2
Mountain	12	10.8
New England	4	3.6
Pacific	17	15.3
West North Central	6	5.4
West South Central	13	11.7
No Answer	1	0.9



Table 3

*Descriptive Statistics of Variables (n=111)*

Variable	M	SD	SE <sub>M</sub>	Skewness	Kurtosis
MLQ_Total	2.77	0.85	0.08	-0.81	0.24
UWES_Total	4.28	1.27	0.12	-0.68	-0.22
OCQ_Total	3.12	0.92	0.09	-0.43	-0.08
UWES_V	4.10	1.34	0.13	-0.55	-0.29
UWES_D	4.61	1.43	0.14	-0.93	-0.02
UWES_A	4.14	1.29	0.12	-0.71	0.27
OCQ_A	3.95	1.54	0.15	-0.80	0.20
OCQ_C	2.15	1.47	0.14	0.03	-0.83
OCQ_N	3.26	0.95	0.09	-0.15	0.42

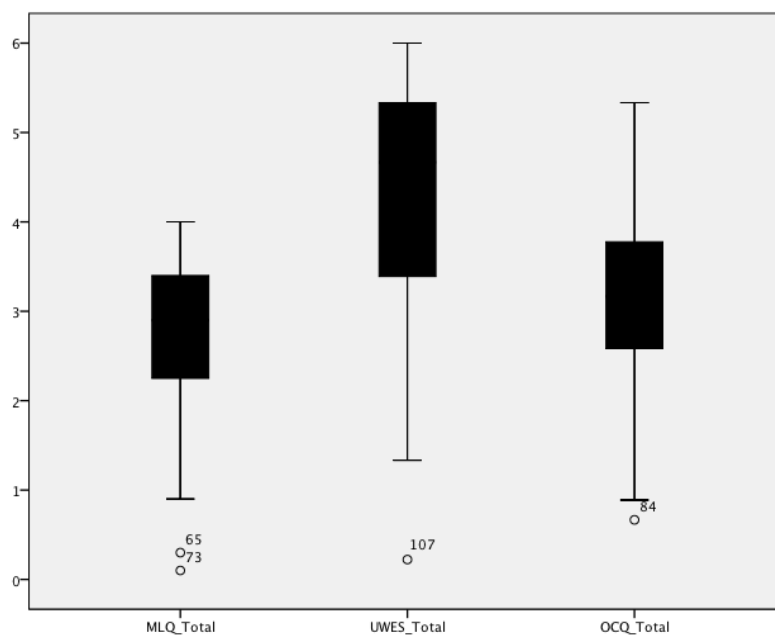
Note: ( $n = 111$ ), - denotes the sample size too small to calculate statistic

Prior to conducting the correlation analysis, the data were checked for normality, outliers, linearity, and homoscedasticity. First, the data was checked for outliers using boxplots. Outliers deviate from the data set and cause erroneous conclusions (Field, 2013). The boxplots showed that transformational leadership had zero outliers, engagement had zero outliers, and commitment zero outliers. The case processing of the study variables are represented in Table 4. The three variable boxplots can be seen in Figure 2.

Table 4

*Case Processing Summary by Variables*

Variable	Valid		Cases missing		Total	
	N	Percent	N	Percent	N	Percent
MLQ_Total	111	100%	0	100%	111	100%
UWES_Total	111	100%	0	100%	111	100%
OCQ_Total	111	100%	0	100%	111	100%



*Figure 2.* Boxplot of outliers for transformational leadership, engagement and commitment variables

### **Research Question 1 and Hypotheses**

RQ1: What is the relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations?

$H_0$ 1: There is no relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

$H_a$ 1: There is a relationship between transformational leadership and volunteer workforce engagement in nonprofit organizations.

The reliability and internal consistency for the instruments indicated high internal consistency and reliability. The Cronbach's alpha was .96, and .95 for the MLQ and UWES-9 which indicated excellent internal consistency and reliability.

Research question 1 assessed transformational leadership (MLQ\_Total) and engagement (UWES\_Total) in the aggregate. The linear regression indicated the relationships measured through the regression model were significant. The  $R^2$  indicated the transformational leadership predicted approximately 23% of the variance in UWES\_Total. As  $B = 0.72$ , one unit increase of MLQ would increase the value of UWES by 0.72 units. This indicated that there was a relationship between transformational leadership and engagement, which supported the rejection of the null hypothesis. The research data clarified that transformational leadership does affect the level of nonprofit volunteer engagement. Transformational leadership has a positive effect on follower work engagement when follower characteristics are more positive (Zhu et al., 2009). Transformational leaders utilize inspiration, creativity, and motivation to enhance worker engagement in the organizational vision and work tasks (Choi, Goh,

Adam, & Tan, 2016). Leadership which embraces transformational attributes inspire workers vision to look beyond personal concerns and strive to offer creative solutions to organizational challenges. Workers become more engaged as leaders support and promote innovation. Workers who have no outlet to freely share input become disengaged from the organization and begin to reduce work efforts (Badawy & Bassiouny, 2014). Transformational leaders are leaders who value the intellectual capabilities of workers, nurture innovation, and stimulate creativity. When transformational leaders make the workers feel empowered that their individual abilities and needs are understood and valued by leadership, the workers become more engaged. (Bi, Ehrich, & Ehrich, 2012).

A simple linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted UWES\_Total. The “Enter” variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

***Assumptions.*** Prior to conducting the linear regression, the assumption of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and the absence of outliers were examined.

***Normality.*** In the P-P scatterplot, the solid line represents the theoretical quantiles of a normal distribution. Normality can be assumed if the points form a relatively straight line. The initial normal probability plot of the regression standardized residual reflected normality (Figure 3). The normality plot of the dependent variable UWES\_Total was shown by the Regression Studentized MLQ\_Total and UWES\_Total (Figure 4).

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

Table 5

*Model of MLQ\_Total and Dependent Variable UWES\_Total*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std Err of the estimate
.480 <sup>a</sup>	.230	.223	1.12

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: UWES\_Total

Table 6

*Anova of MLQ\_Total and Dependent Variable UWES\_Total*

	Sum of squares	df	Mean square
Regression	40.833	1	40.83
Residual	136.445	109	1.25
Total	177.277	110	

a. Dependent variable: UWES\_Total

b. Predictors: (Constant), MLQ\_Total

Table 7

*Coefficients of MLQ\_Total and Dependent Variable UWES\_Total*

	Unstandardized coefficients		Standardized coefficient
	B	Std Error	Beta
(Constant)	2.302	.363	
MLQ_Total	.716	.125	.480

a. Dependent variable: UWES\_Total

Table 8

*Residual Statistics of MLQ\_Total and Dependent Variable UWES\_Total*

	Min	Max	Mean	Std deviation	N
Predicted value	2.37	5.17	4.28	.609	111
Std predicted value	-3.135	1.449	.000	1.00	111
Std error of predicted value	.106	.351	.144	.043	111
Adjusted predicted value	2.01	5.15	4.29	.622	111
Residual	-3.51	3.29	-.000	1.11	111
Std residual	-3.139	2.943	.000	.995	111
Stud. residual	-3.165	3.100	.002	1.009	111
Deleted residual	-3.57	3.65	.005	1.15	111
Stud. deleted residual	-3.31	3.23	.002	1.02	111
Mahal distance	-.001	9.83	.991	1.49	111
Cook's distance	.000	.524	.014	.055	111
Centered leverage value	.000	.089	.009	.014	111

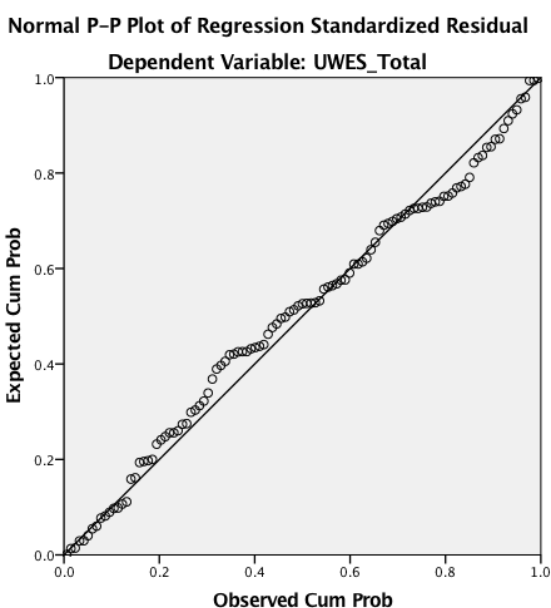
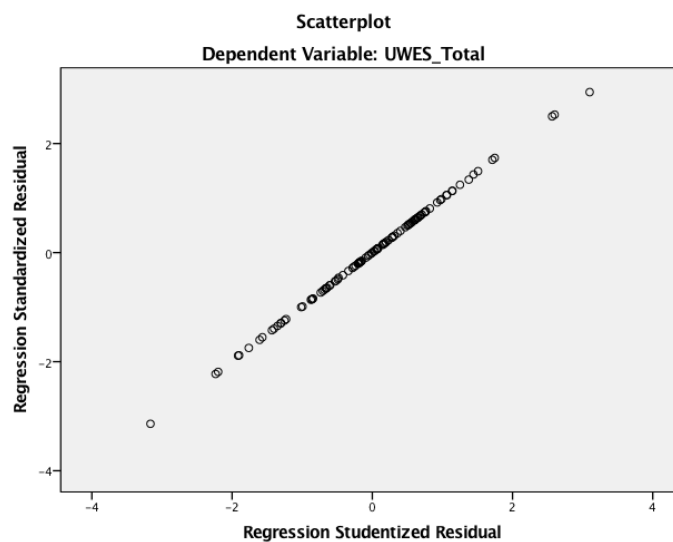


Figure 3. Normal P-P plot of regression standardized residual



*Figure 4.* Regression Studentized Residual MLQ\_Total and UWES\_Total

**Results.** The results of the linear regression model were significant,  $F(1,109) = 32.62$ ,  $p < .001$ ,  $R^2 = 0.23$ , indicating that approximately 23% of the variance in UWES\_Total is explainable by MLQ Total. MLQ\_Total significantly predicted UWES\_Total,  $B = 0.72$ ,  $t(109) = 5.71$ ,  $p < .001$ . This indicates that on average, a one-unit increase of MLQ Total will increase the value of UWES\_Total by 0.72 units. This indicated that there was a relationship between transformational leadership and engagement, which supports the  $H_{a1}$  hypothesis. Table 9 summarizes the results of the regression model.

Table 9

*Results for Linear Regression with MLQ\_Total predicting UWES\_Total*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	2.30	0.36	[1.58, 3.02]	0.00	6.34	< .001
MLQ_Total	0.72	0.13	[0.47, 0.96]	0.48	5.71	< .001

*Note.* Results:  $F(1,109) = 32.62, p < .001, R^2 = 0.23$

Unstandardized regression equation: UWES Total = 2.30 + 0.72\*MLQ Total



## Research Question 2 and Hypotheses

RQ2: What is the relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations?

$H_0$ 2: There is no relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

$H_a$ 2: There is a relationship between transformational leadership and volunteer workforce commitment in nonprofit organizations.

The reliability and internal consistency for the instruments indicated high internal consistency and reliability. The Cronbach's alpha was .96, and .84 for the MLQ\_Total and OCQ\_Total which indicated excellent and good internal consistency and reliability, respectively. RQ 2 assessed transformational leadership (MLQ\_Total) and commitment (OCQ) in the aggregate. The linear regression indicated the relationships measured through the regression model were significant. The  $R^2$  indicated the transformational leadership predicted approximately 19% of the variance in OCQ\_Total. As  $B = 0.47$ , one unit increase of MLQ would increase the value of OCQ units by 0.47 units. This indicated that there was a relationship between transformational leadership and commitment, which supported the rejection of the null hypothesis, though the significance was low moderate. Historically, research has shown that there are significant relationships between leadership behaviors and both organizational and leadership effectiveness. Earlier studies support the existing assertion in the field of

literature that transformational leadership behaviors stimulate organizational commitment (Erkutlu, 2008).

A simple linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted OCQ\_Total. The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and absence of outliers were examined.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the regression standardized residual reflected normality ( Figure 5). The normality plot of the dependent variable OCQ\_Total was shown by the regression studentized MLQ-Total and OCQ\_Total (Figure 6).

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values (Field, 2009; Bates et al., 2014; Osborne & Walters, 2002).

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

Table 10

*Model of MLQ\_Total and Dependent Variable OCQ\_Total*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std Err of the estimate
.436 <sup>a</sup>	.190	.183	.836

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: OCQ\_Total

Table 11

*ANOVA of MLQ\_Total and Dependent Variable OCQ\_Total*

	Sum of squares	df	Mean square	F	Sig
Regression	17.9	1	17.9	25.61	.000 <sup>b</sup>
Residual	76.164	109			
Total	94.1	110			

a. Dependent variable: OCQ\_Total

b. Predictors: (Constant), MLQ\_Total

Table 12

*Coefficients of MLQ\_Total and Dependent Variable OCQ\_Total*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	1.81	.271		6.67	.000
MLQ_Total	.474	.094	.436	5.06	.000

a. Dependent variable: OCQ\_Total

Table 13

*Residual Statistics of MLQ\_Total and Dependent Variable UWES\_Total*

	Min	Max	Mean	Std deviation	N
Predicted value	2.37	5.17	4.28	.609	111
Std predicted value	-3.135	1.449	.000	1.00	111
Std error of predicted value	.106	.351	.144	.043	111
Adjusted predicted value	2.01	5.15	4.29	.622	111
Residual	-3.51	3.29	-.000	1.11	111
Std residual	-3.139	2.943	.000	.995	111
Stud. residual	-3.165	3.100	.002	1.009	111
Deleted residual	-3.57	3.65	.005	1.15	111
Stud. deleted residual	-3.31	3.23	.002	1.02	111
Mahal distance	-.001	9.83	.991	1.49	111
Cook's distance	.000	.524	.014	.055	111
Centered leverage value	.000	.089	.009	.014	111

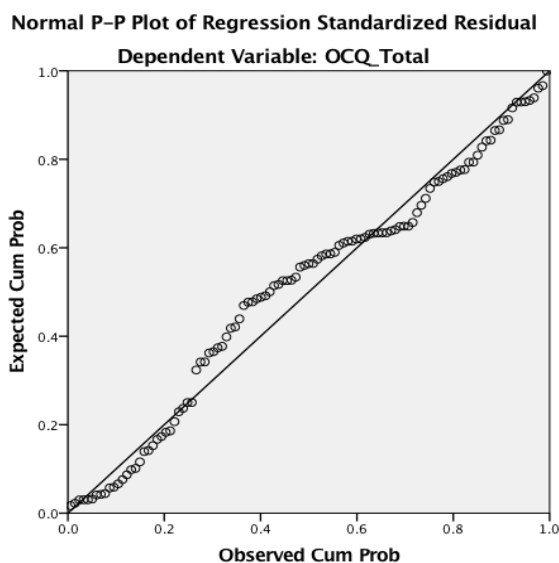


Figure 5. Normal P-P plot of regression standardized residual

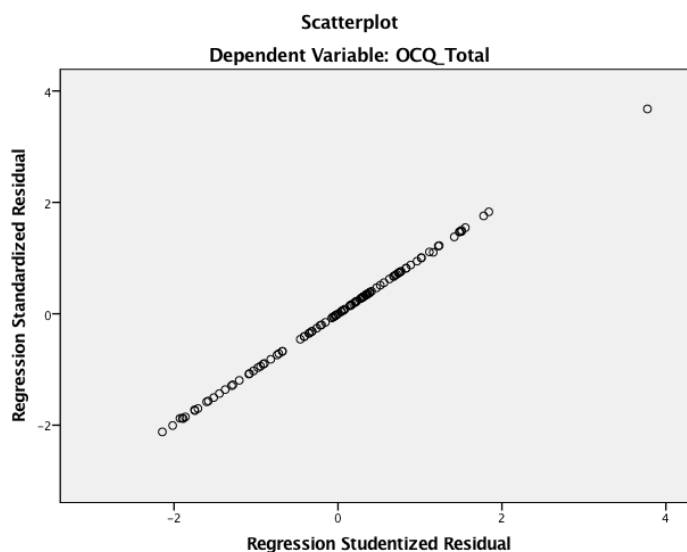


Figure 6. Regression Studentized Residual MLQ\_Total and OCQ\_Total

**Results.** The results of the linear regression model were significant,  $F(1,109) = 25.61, p < .001, R^2 = 0.19$ , indicating that approximately 19% of the variance in OCQ\_Total is explainable by MLQ\_Total. MLQ\_Total significantly predicted OCQ\_Total,  $B = 0.47, t(109) = 5.06, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of OCQ\_Total by 0.47 units. This indicates that there was a relationship between transformational leadership and engagement which supports the  $H_{a2}$  hypothesis. Table 14 summarizes the results of the regression model.

Table 14

*Results for Linear Regression with MLQ\_Total predicting OCQ\_Total*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	1.81	0.27	[1.27, 2.35]	0.00	6.67	< .001
MLQ_Total	0.47	0.09	[0.29, 0.66]	0.44	5.06	< .001

*Note.* Results:  $F(1,109) = 25.61, p < .001, R^2 = 0.19$

Unstandardized regression equation:  $OCQ\ Total = 1.81 + 0.47 * MLQ\ Total$

### Research Question 3 and Hypotheses

RQ3: What is the relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations?

$H_{03}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce engagement in nonprofit organizations.

$H_{a3}$ : There is a relationship between transformational leadership each of the subscales of volunteer workforce engagement in nonprofit organizations.

RQ3 assessed transformational leadership (MLQ\_Total) and engagement the subscales of engagement (UWES\_V, UWES\_D, and UWES\_A). The linear regression indicated the relationships measured through the regression model ranged from low moderate to moderately significant, demonstrating linear relationships among the study variables. The  $R^2$  indicated the transformational leadership predicted approximately 21% of the variance in UWES\_V (Vigor). As  $B = 0.72$ , one unit increase of MLQ would increase the value of UWES\_V by 0.72 units. This indicated that there was a relationship between transformational leadership and the Vigor subscale of engagement, which supported the rejection of the null hypothesis.

The  $R^2$  indicated that transformational leadership predicted approximately 28% of the variance in UWES\_D (Dedication). As  $B = 0.89$ , one unit increase of MLQ would increase the value of UWES\_D by 0.89 units. This indicated that there was a relationship between transformational leadership and the Dedication subscale of engagement, which supported the rejection of the null hypothesis.

The  $R^2$  indicated that transformational leadership predicted approximately 12% of the variance in UWES\_A (Absorption). As  $B = 0.54$ , one unit increase of MLQ\_Total would increase UWES\_A by 0.54 units. This indicated that there was a relationship between transformational leadership and the Absorption subscale of engagement, which supported the rejection of the null hypothesis.

Positive and fulfilling worker engagement is described as state of being characterized by vigor, dedication, and absorption (Schaufeli, Salanova Gonzalez-Roma, & Bakker, 2002). Vigor is associated with an energetic willingness to invest in one's work tasks. Dedication is associated with a state of inspiration to meet the challenge of one's work tasks. Absorption is associated with the happiness which comes from being immersed in one's work. Each state of worker engagement is a connection to optimal organization performance (Schaufeli & Bakker, 2003) and high morale (Britt, Dickinson, Moore, Castro, & Adler, 2007). Engaged individuals demonstrate an affinity toward their work experience which heightens their involvement and well-being in the work situation. Transformational leaders create a work engagement culture which changes the organization from a top down hierarchical approach to a collaborative environment of management and workers working in tandem to transform organization goals into organization wide behavior, philosophy, and structure. Assembling an engaged organizational environment is a challenge for many organizations. Transformational leadership is critical to the development of effective strategies to elevate the workforce to meet optimal performance.

### Research Question 3: Regression Analysis for MLQ\_Total and UWES\_V (Vigor)

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted UWES\_V (Vigor). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and absence of outliers were examined.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the regression standardized residual reflected normality (Figure 7). The normality plot of the dependent variable subscale UWES\_V was shown by the regression studentized MLQ-Total and UWES\_V (Figure 8).

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values. (Field, 2009; Bates et al., Osborne & Walters, 2002)

Table 15

*Model of MLQ\_Total and Dependent Variable UWES\_V (Vigor)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std Err of the estimate
.458 <sup>a</sup>	.210	.202	1.19

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: UWES\_V



Table 16

*ANOVA of MLQ\_Total and Dependent Variable UWES\_V (Vigor)*

	Sum of squares	df	Mean square	F	Sig
Regression	41.1	1	41.1	28.9	.000 <sup>b</sup>
Residual	155.0	109	1.422		
Total	196.1	110			

a. Dependent variable: UWES\_V

b. Predictors: (Constant), MLQ\_Total

Table 17

*Coefficients of MLQ\_Total and Dependent Variable UWES\_V (Vigor)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	2.1	.387		5.46	.000
MLQ_Total	.72	.134	.458	5.38	.000

a. Dependent variable: UWES\_V

Table 18

*Residual Statistics of MLQ\_Total and Dependent Variable UWES\_V (Vigor)*

	Residual Statistics				N
	Min	Max	Mean	Std deviation	
Predicted value	2.18	4.98	4.10	.611	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.113	.374	.153	.046	111
Adjusted predicted value	1.80	4.97	4.09	.626	111
Residual	-3.55	3.48	0.00	1.19	111
Std residual	-2.99	2.92	.000	.995	111
Stud. residual	-3.00	3.08	.002	1.01	111
Deleted residual	-3.60	3.86	.006	1.21	111
Stud. deleted residual	-3.12	3.20	.002	1.02	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.524	.014	.055	111
Centered leverage value	.000	.089	.009	.014	111

Dependent Variable: UWES\_V

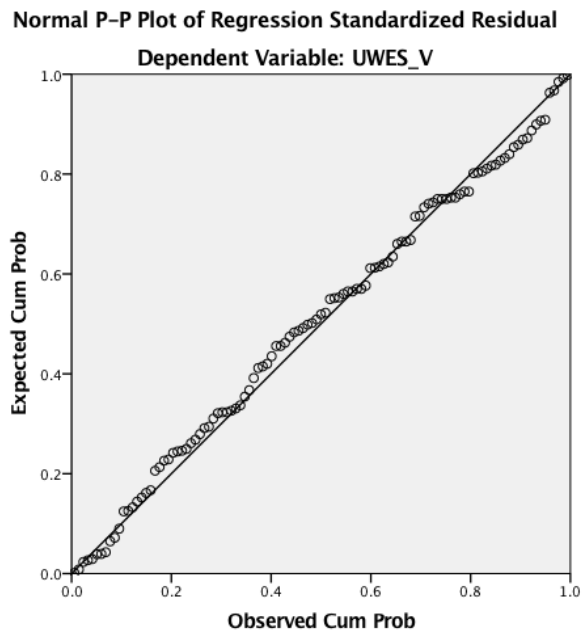


Figure 7. Normal P-P Plot of Regression Standardized Residual

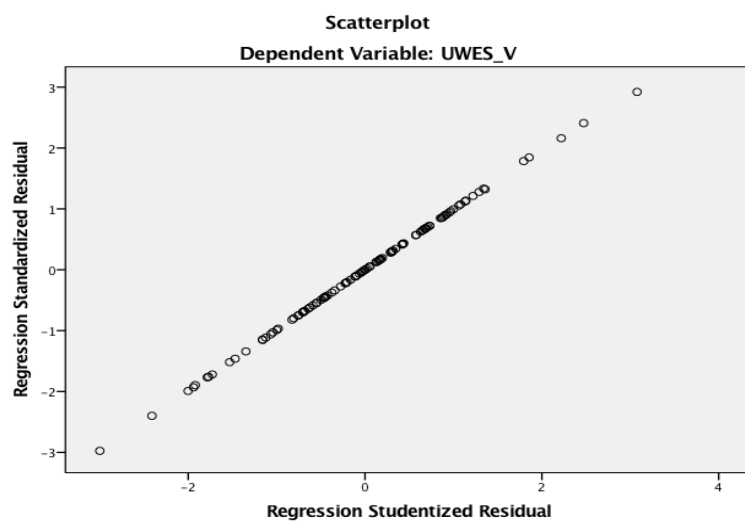


Figure 8. Regression Studentized Residual MLQ Total and UWES\_V

**Results.** The results of the linear regression model were significant,  $F(1,109) = 28.90, p < .001, R^2 = 0.21$ , indicating that approximately 21% of the variance in UWES\_V is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_V,  $B = 0.72, t(109) = 5.38, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_V by 0.72 units. This indicates that there was a relationship between transformational leadership and engagement subscale Vigor, which supports the  $H_{a2}$  hypothesis. Table 19 summarizes the results of the regression model.

Table 19

*Results for Linear Regression with MLQ\_Total predicting UWES\_V*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	2.11	0.39	[1.34, 2.88]	0.00	5.46	< .001
MLQ_Total	0.72	0.13	[0.45, 0.98]	0.46	5.38	< .001

*Note.* Results:  $F(1,109) = 28.90, p < .001, R^2 = 0.21$

Unstandardized regression equation:  $UWES\_V = 2.11 + 0.72 * MLQ\_Total$

### **Research Question 3: Regression Analysis for MLQ\_Total and UWES\_D**

#### **(Dedication)**

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted UWES\_D (Dedication). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and absence of outliers were examined.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the regression standardized residual reflected normality ( Figure 9). The normality plot of the dependent variable subscale UWES\_D was shown by the regression studentized MLQ-Total and UWES\_D (Figure 10)

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values.

Table 20

*Model of MLQ\_Total and Dependent Variable UWES\_D (Dedication)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std err of the estimate
.436 <sup>a</sup>	.190	.183	.836

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: UWES\_D

Table 21

*ANOVA MLQ\_Total and Dependent Variable UWES\_D (Dedication)*

	Sum of squares	df	Mean square	F	Sig
Regression	17.9	1	17.9	25.61	.000 <sup>b</sup>
Residual	76.164	109			
Total	94.1	110			

a. Dependent variable: UWES\_D

b. Predictors: (Constant), MLQ\_Total

Table 22

*Coefficients of MLQ\_Total and Dependent Variable UWES\_D (Dedication)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	1.81	.271		6.67	.000
MLQ_Total	.474	.094	.436	5.06	.000

a. Dependent variable: UWES\_D

Table 23

*Residual Statistics of MLQ\_Total and Dependent Variable UWES\_D (Dedication)*

	Residual Statistics				
	Min	Max	Mean	Std deviation	N
Predicted value	2.23	5.71	4.61	.759	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.116	.383	.157	.047	111
Adjusted predicted value	1.81	5.70	4.60	.773	111
Residual	-3.59	3.77	.000	1.21	111
Std residual	-2.94	3.09	.000	.995	111
Stud. residual	-2.98	3.26	.002	1.01	111
Deleted residual	-3.65	4.19	.005	1.25	111
Stud. deleted residual	-3.09	3.41	.001	1.03	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.578	.015	.060	111
Centered leverage value	.000	.089	.009	.014	111

Dependent variable : UWES\_D

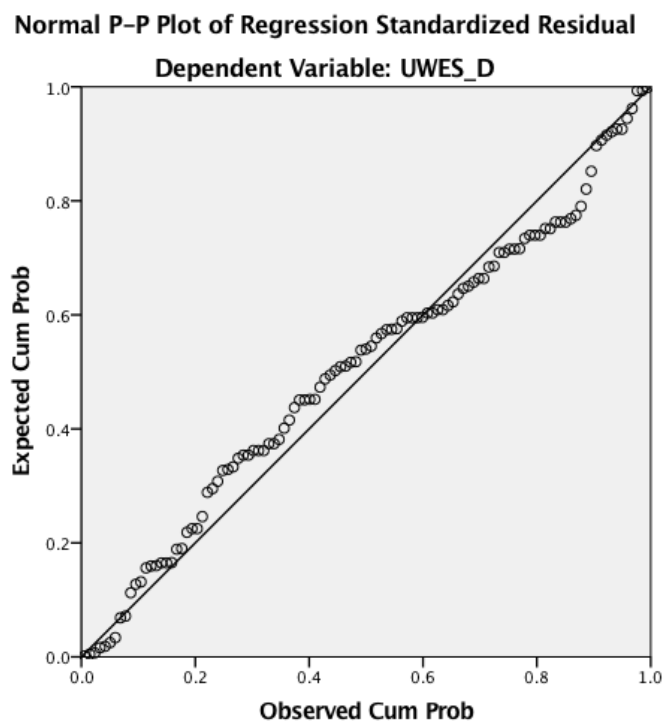


Figure 9. Normal P-P Plot of Regression Standardized Residual

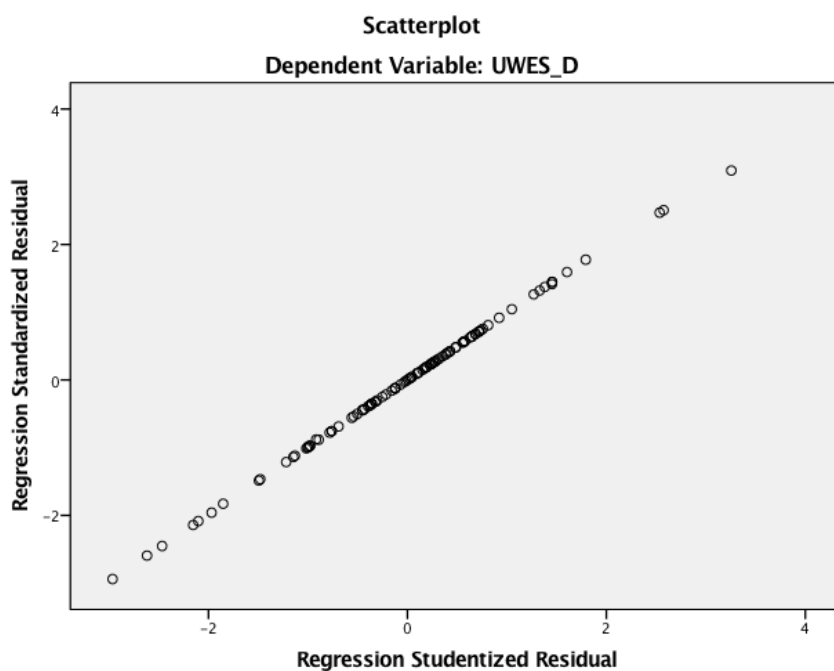


Figure 10. Regression Studentized Residual MLQ Total and UWES\_D

**Results.** The results of the linear regression model were significant,  $F(1,109) = 42.59, p < .001, R^2 = 0.28$ , indicating that approximately 28% of the variance in UWES\_D is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_D,  $B = 0.89, t(109) = 6.53, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_D by 0.89 units. This indicates that there was a relationship between transformational leadership and engagement subscale Dedication, which supports the  $H_{a3}$  hypothesis. Table 24 summarizes the results of the regression model.

Table 24.

*Results for Linear Regression with MLQ\_Total predicting UWES\_D*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	2.14	0.40	[1.35, 2.92]	0.00	5.40	< .001
MLQ_Total	0.89	0.14	[0.62, 1.16]	0.53	6.53	< .001

*Note.* Results:  $F(1,109) = 42.59, p < .001, R^2 = 0.28$

Unstandardized regression equation:  $UWES\_D = 2.14 + 0.89 * MLQ\_Total$

**Research Question 3: Regression Analysis for MLQ\_Total and UWES\_A**

**(Absorption)**

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted UWES\_A (Absorption). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and absence of outliers were examined.



**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the regression standardized residual reflected normality (Figure 11). The normality plot of the dependent variable UWES\_A was shown by the regression studentized MLQ-Total and UWES\_A (Figure 14).

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values (Field, 2009; Bates et al., 2014; Osborne & Walters, 2002).

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

Table 25

*Model of MLQ\_Total and Dependent Variable UWES\_A (Absorption)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std err of the estimate
.353 <sup>a</sup>	.125	.117	1.22

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: UWES\_A

Table 26

*ANOVA of MLQ\_Total and Dependent Variable UWES\_A (Absorption)*

Regression	22.98	1	22.9	15.54	.000 <sup>b</sup>
Residual	161.16	109	1.48		
Total	184.14	110			

a. Dependent variable: UWES\_A

b. Predictors: (Constant), MLQ\_Total

Table 27

*Coefficients of MLQ\_Total and Dependent Variable UWES\_A (Absorption)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	2.66	.394		6.74	.000
MLQ_Total	.537	.136	.353	3.94	.000

a. Dependent variable: UWES\_A

Table 28

*Residual Statistics of MLQ\_Total and Dependent Variable UWES\_A (Absorption)*

	Min	Max	Mean	Std deviation	N
Predicted value	2.71	4.81	4.14	.457	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.115	.381	.156	.047	111
Adjusted predicted value	2.43	4.80	4.14	.467	111
Residual	-4.56	2.86	.000	1.21	111
Std residual	-3.75	2.35	.000	.995	111
Stud. residual	-3.79	2.42	.002	1.01	111
Deleted residual	-4.64	3.02	.004	1.23	111
Stud. deleted residual	-4.04	2.47	-.001	1.02	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.281	.012	.035	111
Centered leverage value	.000	.089	.009	.014	111

Dependent variable: UWES\_A

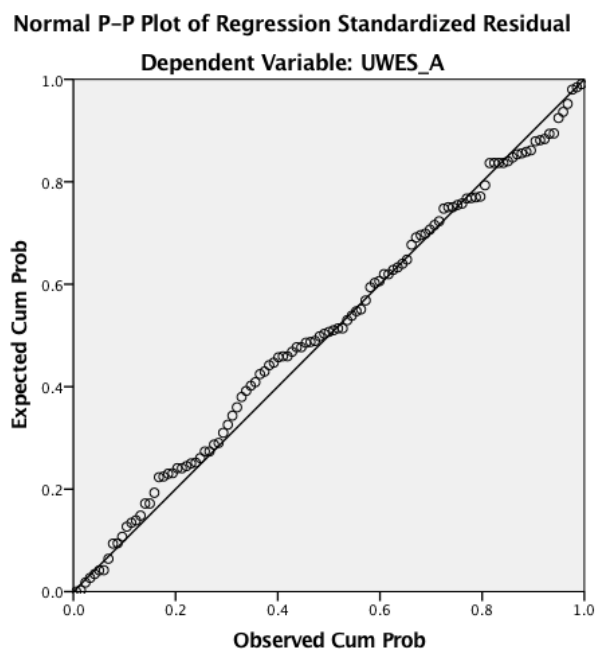


Figure 11. Normal P-P Plot of Regression Standardized Residual

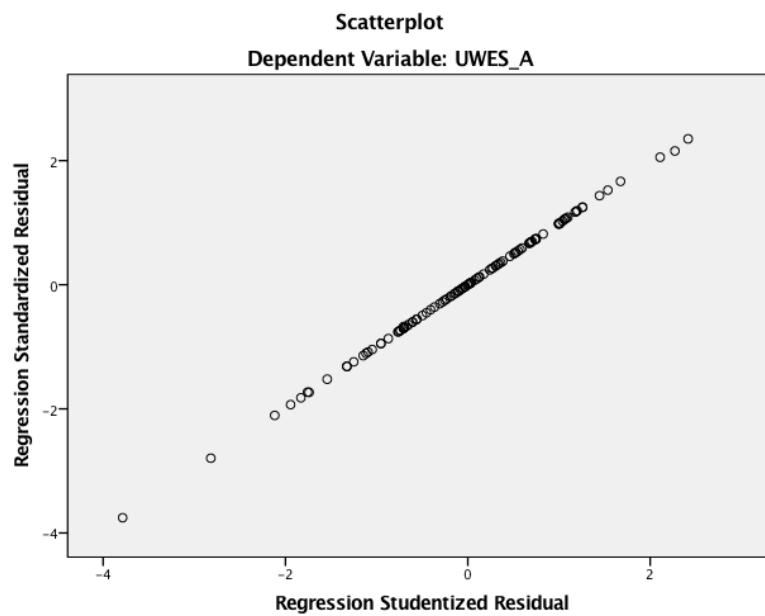


Figure 12. Regression Studentized Residual MLQ Total and UWES\_A

**Results.** The results of the linear regression model were significant,  $F(1,109) = 15.54, p < .001, R^2 = 0.12$ , indicating that approximately 12% of the variance in UWES\_A is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_A,  $B = 0.54, t(109) = 3.94, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_A by 0.54 units. This indicates that there was a relationship between transformational leadership and engagement subscale Absorption, which supports the  $H_{a3}$  hypothesis. Table 29 summarizes the results of the regression model.

Table 29

*Results for Linear Regression with MLQ\_Total predicting UWES\_A*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	2.66	0.39	[1.88, 3.44]	0.00	6.74	< .001
MLQ_Total	0.54	0.14	[0.27, 0.81]	0.35	3.94	< .001

*Note.* Results:  $F(1,109) = 15.54, p < .001, R^2 = 0.12$

Unstandardized regression equation:  $UWES\_A = 2.66 + 0.54 * MLQ\_Total$

### Research Question 4 and Hypotheses

RQ4: What is the relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations?

$H_{04}$ : There is no relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

$H_{a4}$ : There is a relationship between transformational leadership and each of the subscales of volunteer workforce commitment in nonprofit organizations.

Research question 4 assessed transformational leadership (MLQ\_Total) and engagement the subscales of engagement (OCQ\_A, OCQ\_C, and OCQ\_N). The linear regression indicated the relationships measured through the regression model ranged from low moderate to moderately significant, demonstrating linear relationships among the study variables. The  $R^2$  indicated the transformational leadership predicted approximately 34% of the variance in OCQ\_A (Affective) As  $B = 1.05$ , one unit increase of MLQ\_Total would increase the value of OCQ\_A by 1.05 units. This indicated that there was a relationship between transformational leadership and the Affective subscale of commitment, which supported the rejection of the null hypothesis.

The linear regression model of MCQ\_Total and OCQ\_C was not significant.  $R^2$  indicated that transformational leadership predicted approximately 0% of the variance in OCQ\_C. As the regression model was not significant, the individual predictors were not further examined. This indicated that there was no relationship between transformational leadership and the Continuance subscale of commitment, which supported the acceptance of the null hypothesis.

The  $R^2$  indicated that transformational leadership predicted approximately 5% of the variance in OCQ\_N (Normative). As  $B = 0.25$ , one unit increase of MLQ\_Total would increase OCQ\_N by 0.25 units. This indicated that there was a relationship between transformational leadership and the Normative subscale of commitment, which supported the rejection of the null hypothesis. Organizational commitment represents the attachment, intention, identification, or participation of workers in an organization. Commitment is positively affected by a worker's loyalty, morale, happiness, perceived satisfaction with the organization culture, and empowerment by leadership. Commitment is defined as a mind-set or psychological state that increases the likelihood of employees retaining membership in their organization (Meyer & Allen, 1991). There are 3 subscales of commitment: affective, continuance, and normative. Affective commitment refers to the desire to remain with an organization. Continuance commitment refers to the perceived cost of leaving an organization. Normative commitment is associated with the perceived obligation to remain with an organization. In the context of volunteering, prior research studies have indicated the commitment and engagement are correlated with an increase tendency to remain with an organization as a volunteer, as well as stronger psychological well being (Chacon & Macon, 2013). Strong attachment to an organization increases the likelihood of worker commitment to an organization. Nonprofit organization leadership must craft strategies to motivate the workforce without the use of traditional incentives, salaries, bonus compensation or awards.

Transformational leadership must acknowledge workers' needs and contributions, providing opportunities to recognize those needs and contributions and strengthen worker commitment to the organization.

**Research Question 4: Regression Analysis for MLQ\_Total and OCQ-A (Affective)**

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted OCQ\_A (Affective). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and the absence of outliers were examined.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the regression standardized residual reflected normality ( Figure 13). The normality plot of the dependent variable OCQ\_A was shown by the regression studentized MLQ-Total and OCQ\_A (Figure 14).

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values (Field, 2009; Bates et al., 2014; Osborne & Walters, 2002).

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

Table 30

*Model of MLQ\_Total and Dependent Variable OCQ\_A (Affective)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std err of the estimate
.583 <sup>a</sup>	.340	.334	1.25

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: OCQ\_A

Table 31

*ANOVA of MLQ\_Total and Dependent Variable OCQ\_A (Affective)*

	Sum of squares	df	Mean square	F	Sig
Regression	88.1	1	88.1	56.1	.000 <sup>b</sup>
Residual	171.9	109	1.571		
Total	259.4	110			

a. Dependent variable: OCQ\_A

b. Predictors: (Constant), MLQ\_Total

Table 32

*Coefficients of MLQ\_Total and Dependent Variable OCQ\_A (Affective)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	1.04	.407		2.56	.012
MLQ_Total	1.05	.140	.583	7.49	.000

a. Dependent variable: OCQ\_A



Table 33

*Residual Statistics of MLQ\_Total and Dependent Variable OCQ\_A (Affective)*

	Min	Max	Mean	Std deviation	N
Predicted value	1.14	5.25	3.95	.895	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.119	.393	.161	.048	111
Adjusted predicted value	1.21	5.27	3.95	.899	111
Residual	-4.24	3.13	.000	1.25	111
Std residual	-3.38	2.50	.000	.995	111
Stud. residual	-3.40	2.56	.001	1.01	111
Deleted residual	-4.29	3.30	.002	1.27	111
Stud. deleted residual	-3.58	2.63	-.003	1.02	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.174	.010	.023	111
Centered leverage value	.000	.089	.009	.014	111

Dependent variable : OCQ\_A

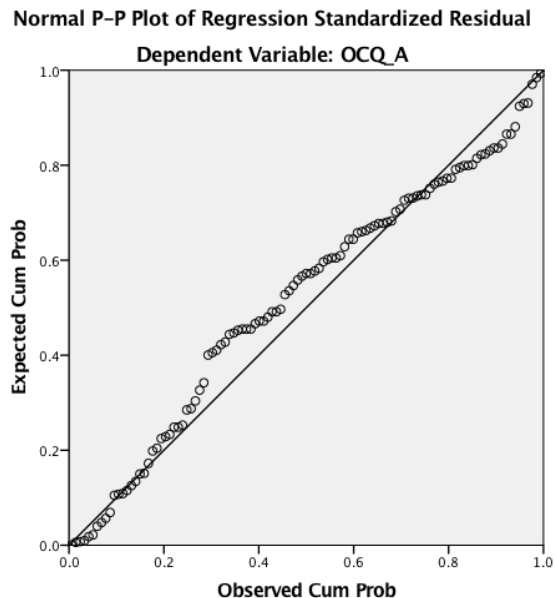


Figure 13. Normal P-P Plot of Regression Standardized Residual

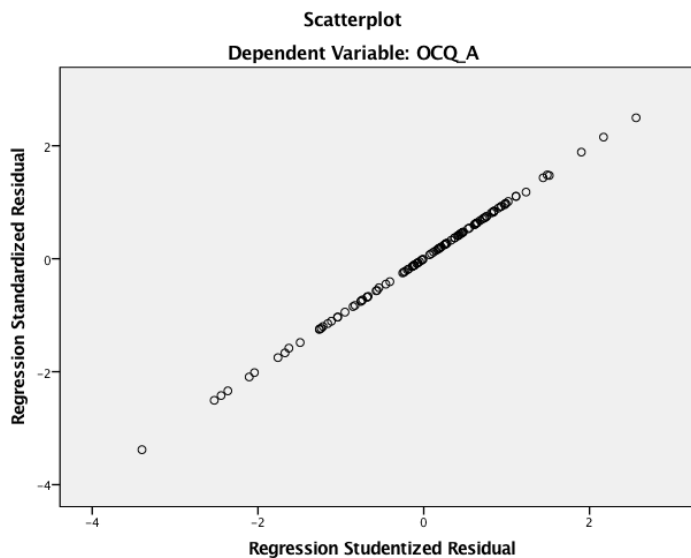


Figure 14. Regression Studentized Residual MLQ Total and OCQ\_A

**Results.** The results of the linear regression model of MCQ\_Total and OCQ\_A were significant,  $F(1,109) = 56.06, p < 0.001$ .  $R^2$  value (0.34) indicated that approximately 34% of the variance in OCQ\_A is explainable by MLQ\_Total.

MLQ\_Total significantly predicted OCQ\_A,  $B = 1.05$ ,  $t(109) = 7.49$ ,  $p < 0.001$ . This indicated that on average, a one-unit increase of MLQ\_Total will increase the value of OCQ\_A by 1.05 units. This further indicated that there was a relationship between transformational leadership and commitment subscale, Affective, which supports the  $H_{a4}$  hypothesis. Table 34 summarizes the results of the regression model.

Table 34

*Results for Linear Regression with MLQ\_Total predicting OCQ\_A*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	1.04	0.41	[0.23, 1.84]	0.00	2.55	.012
MLQ_Total	1.05	0.14	[0.77, 1.33]	0.58	7.49	< .001

*Note.* Results:  $F(1,109) = 56.06$ ,  $p < .001$ ,  $R^2 = 0.34$

Unstandardized regression equation:  $OCQ\_A = 1.04 + 1.05*MLQ\_Total$

#### **Research Question 4: Regression Analysis for MLQ\_Total and OCQ\_C**

##### **(Continuance)**

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted OCQ\_C (Continuance). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and absence of outliers were examined.

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Machler, Bolker & Walker, 2014; DeCarlo, 1997). The normal probability plot of the

regression standardized residual reflected normality (Figure 15). The normality plot of the dependent variable OCQ\_C was shown by the regression studentized MLQ-Total and OCQ\_C (Figure 16)

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values.

Table 35

*Model of MLQ\_Total and Dependent Variable OCQ\_C (Continuance)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std err of the estimate
.067 <sup>a</sup>	.005	-.005	1.472

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: OCQ\_C

Table 36

*ANOVA of MLQ\_Total and Dependent Variable OCQ\_C (Continuance)*

	Sum of squares	df	Mean square	F	Sig
Regression	1.075	1	1.075	.496	.483 <sup>b</sup>
Residual	236.167	109	2.167		
Total	237.242	110			

a. Dependent variable: OCQ\_C

b. Predictors: (Constant), MLQ\_Total

Table 37

*Coefficients of MLQ\_Total and Dependent Variable OCQ\_C (Continuance)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	1.83	.477		3.828	.000
MLQ_Total	.116	.165	.067	.704	.483

a. Dependent variable: OCQ\_C

Table 38

*Residual Statistics of MLQ\_Total and Dependent Variable OCQ\_C (Continuance)*

	Min	Max	Mean	Std deviation	N
Predicted value	1.84	2.29	2.15	.099	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.140	.462	.189	.057	111
Adjusted predicted value	1.55	2.31	2.15	.113	111
Residual	-2.26	3.73	.000	1.47	111
Std residual	-1.54	2.53	.000	.995	111
Stud. residual	-1.55	2.60	.001	1.01	111
Deleted residual	-2.31	3.93	.003	1.50	111
Stud. deleted					
Residual	-1.56	2.67	.001	1.01	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.198	.012	.027	111
Centered leverage value	.000	.089	.009	.014	111

Dependent variable : OCQ\_C

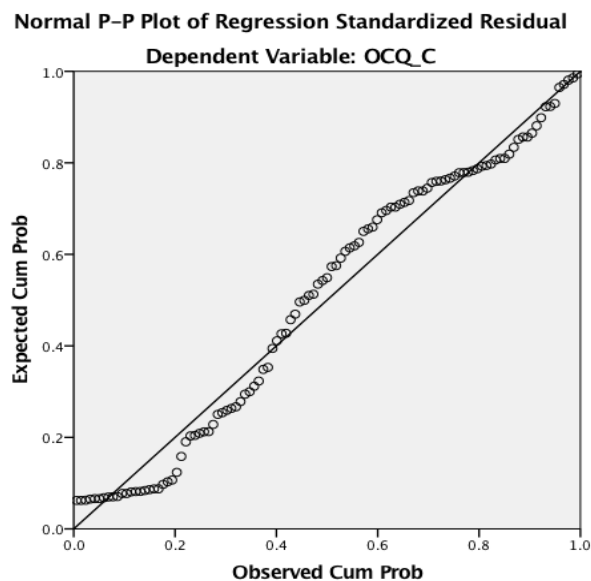


Figure 15. Normal P-P Plot of Regression Standardized Residual

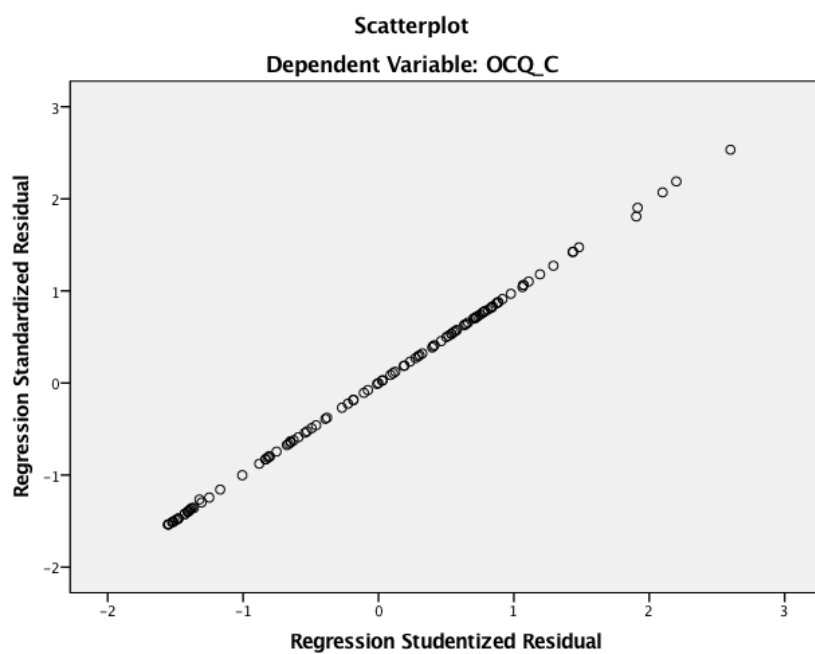


Figure 16. Regression Studentized Residual MLQ\_Total and OCQ\_C

**Results.** The results of the linear regression model were not significant,  $F(1,109) = 0.50, p = .483, R^2 = 0.00$ , indicating MLQ\_Total did not explain a significant proportion of variation in OCQ\_C. Since the overall model was not significant, the individual predictors were not examined further. This indicates that there was not a significant relationship between transformational leadership and commitment subscale Continuance, which supports the  $H_{04}$  hypothesis. Table 39 summarizes the results of the regression model.

Table 39

*Results for Linear Regression with MLQ\_Total predicting OCQ\_C*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	1.83	0.48	[0.88, 2.77]	0.00	3.83	< .001
MLQ_Total	0.12	0.16	[-0.21, 0.44]	0.07	0.70	.483

*Note.* Results:  $F(1,109) = 0.50, p = .483, R^2 = 0.00$

Unstandardized regression equation:  $OCQ\_C = 1.83 + 0.12 * MLQ\_Total$

#### **Research Question 4: Regression Analysis for MLQ\_Total and OCQ\_N**

##### **(Normative)**

A linear regression analysis was conducted to assess whether MLQ\_Total significantly predicted OCQ\_N (Normative). The 'Enter' variable selection method was chosen for the linear regression model, which includes all of the selected predictors.

**Assumptions.** Prior to conducting the linear regression, the assumptions of normality of residuals, homoscedasticity of residuals, absence of multicollinearity, and the absence of outliers were examined.

**Normality.** Normality was evaluated using a P-P scatterplot (Field, 2009; Bates, Mächler, Bolker, & Walker, 2014; DeCarlo, 1997). The normal probability plot of the

regression standardized residual reflected normality (Figure 17). The normality plot of the dependent variable OCQ\_Total was shown by the regression studentized MLQ-Total and OCQ\_N (Figure 18).

**Multicollinearity.** Since there was only one predictor variable, multicollinearity does not apply.

**Homoscedasticity.** Homoscedasticity was evaluated by plotting the residuals against the predicted values.

Table 40

*Model of MLQ\_Total and Dependent Variable OCQ\_N (Normative)*

<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>	Std err of the estimate
.226 <sup>a</sup>	.051	.043	.943

a. Predictors: (Constant), MLQ\_Total

b. Dependent variable: OCQ\_N

Table 41

*ANOVA of MLQ\_Total and Dependent Variable OCQ\_N (Normative)*

	Sum of squares	df	Mean square	F	Sig
Regression	5.146	1	5.146	5.894	.017 <sup>b</sup>
Residual	95.163	109	.873		
Total	100.31	110			

a. Dependent variable: OCQ\_N

b. Predictors: (Constant), MLQ\_Total



Table 42

*Coefficients of MLQ\_Total and Dependent Variable OCQ\_N (Normative)*

	Unstandardized coefficients		Standardized coefficient		
	B	Std Error	Beta	t	Sig
(Constant)	2.559	.303		8.447	.000
MLQ_Total	.254	.105	.226	2.428	.017

a. Dependent variable: OCQ\_N

Table 43

*Residual Statistics of MLQ\_Total and Dependent Variable OCQ\_N (Normative)*

	Residual Statistics				
	Min	Max	Mean	Std deviation	N
Predicted value	2.58	3.58	3.26	.216	111
Std predicted value	-3.14	1.45	.000	1.00	111
Std error of predicted value	.089	.293	.120	.036	111
Adjusted predicted value	2.50	3.60	3.26	.220	111
Residual	-3.01	2.37	.000	.930	111
Std residual	-3.22	2.53	.000	.995	111
Stud. residual	-3.25	2.59	.001	1.01	111
Deleted residual	-3.08	2.49	.001	.951	111
Stud. deleted residual	-3.41	2.67	-.001	1.02	111
Mahal distance	.001	9.83	.991	1.49	111
Cook's distance	.000	.179	.011	.025	111
Centered leverage value	.000	.089	.009	.014	111

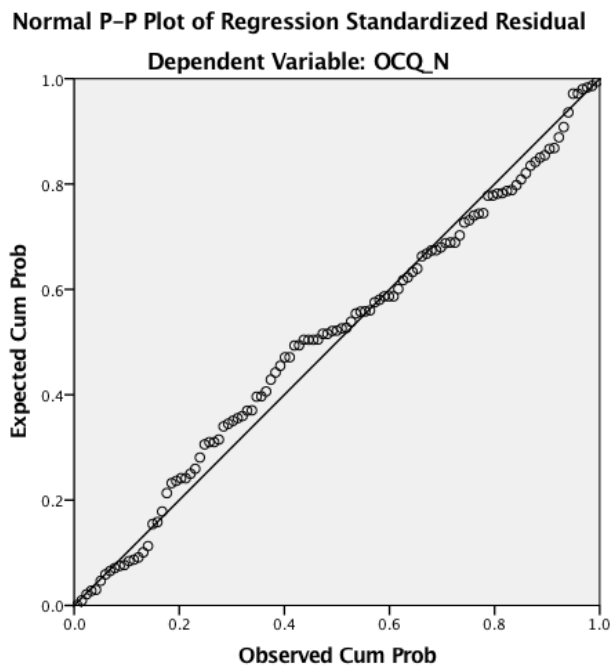


Figure 17. Normal P-P Plot of Regression Standardized Residual

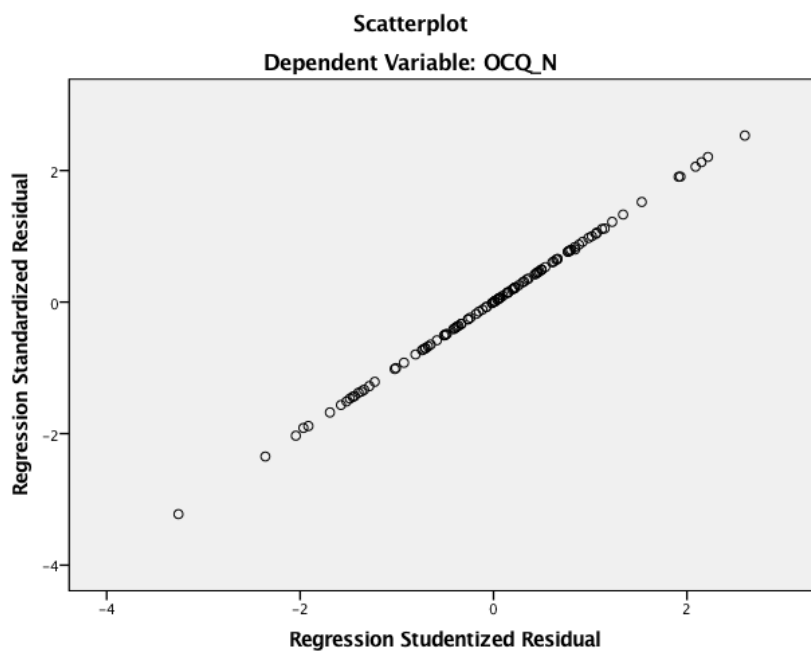


Figure 18. Regression Studentized Residual MLQ Total and OCQ\_N

**Results.** The results of the linear regression model were significant,  $F(1,109) = 5.89, p = .017, R^2 = 0.05$ , indicating that approximately 5% of the variance in OCQ\_N is explainable by MLQ\_Total. MLQ\_Total significantly predicted OCQ\_N,  $B = 0.25, t(109) = 2.43, p = .017$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of OCQ\_N by 0.25 units. This indicates that there was a relationship between transformational leadership and commitment subscale Normative, which supports the  $H_{a4}$  hypothesis. Table 44 summarizes the results of the regression model.

Table 44

*Results for Linear Regression with MLQ\_Total predicting OCQ\_N*

Variable	<i>B</i>	<i>SE</i>	95% CI	$\beta$	<i>t</i>	<i>p</i>
(Intercept)	2.56	0.30	[1.96, 3.16]	0.00	8.45	< .001
MLQ_Total	0.25	0.10	[0.05, 0.46]	0.23	2.43	.017

*Note.* Results:  $F(1,109) = 5.89, p = .017, R^2 = 0.0$

Unstandardized regression equation:  $OCQ\_N = 2.56 + 0.25 * MLQ\_Total$

### Summary

The purpose of this study was to examine the impact of transformational leadership in predicting nonprofit volunteer engagement and commitment. The survey was conducted through the SurveyMonkey® survey administration audience response panel. The response rate of those who clicked on the icon to participate in the survey ( $n = 259$ ) to those who consented to participate in the survey and acknowledged that they had been a volunteer in a US nonprofit organization ( $n = 111$ ) was 43%. Many of the potential respondents did not provide consent, had not volunteered in an organization in the nonprofit sector, or failed to complete the survey. The descriptive statistics verified

that the demographics of the majority of participants were female (85.6%), were primarily 45-60 years of age (41.4%), and lived in the South Atlantic region of the United States (25.2%). Many of these descriptive statistics reflect the nonprofit volunteer demographics identified by The Bureau of Labor Statistics (BLS, 2016)

The reliability and consistency of the MLQ, UWES- 9, and the OCQ, as measured by Cronbach's Alpha, was .95, .96 and .84, respectively. The range of these scores indicated high internal consistency reliability for the instruments employed in the study, using the guidelines suggested by George and Mallery (2016) where  $> .9$  excellent,  $> .8$  good,  $> .7$  acceptable,  $> .6$  questionable,  $> .5$  poor, and  $\leq .5$  unacceptable.

The results of the linear regression model for MLQ\_Total and UWES\_Total were significant,  $F(1,109) = 32.62$ ,  $p < .001$ . The  $R^2$  value (0.23) indicated that approximately 23% of the variance in UWES\_Total is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_Total,  $B = 0.72$ ,  $t(109) = 5.71$ ,  $p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_Total by 0.72 units. This indicated that there was relationship between transformational leadership and engagement, which supports the  $H_{a1}$  hypothesis, though the significance was moderate. The predictive equation was as follows:  $UWES\_Total$  (Engagement) =  $2.30 + 0.72$  (MLQ\_Total).

The results of the linear regression model for MLQ\_Total and OCQ\_Total were significant,  $F(1,109) = 25.61$ ,  $p < .001$ ,  $R^2$  value (0.19) indicated that approximately 19% of the variance in OCQ\_Total is explainable by MLQ\_Total. MLQ\_Total significantly predicted OCQ\_Total,  $B = 0.47$ ,  $t(109) = 5.06$ ,  $p < .001$ . This indicates that on average, a

one-unit increase of MLQ\_Total will increase the value of OCQ\_Total by 0.47 units.

This indicates that there was a relationship between transformational leadership and commitment which supports the  $H_{a2}$  hypothesis., though the significance was low moderate. The predictive equation was as follows:  $OCQ\_Total (Commitment) = 1.81 + 0.47(MLQ\_Total)$ .

In examining the relationship between transformational leadership and the subscales of engagement, the significance of the relationships ranged from low moderate to moderate. The results of the linear regression model were significant,  $F(1,109) = 28.90, p < .001, R^2 = 0.21$ , indicating that approximately 21% of the variance in UWES\_V is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_V,  $B = 0.72, t(109) = 5.38, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_V by 0.72 units. This indicates that there was a relationship between transformational leadership and engagement subscale Vigor, which supports the  $H_{a3}$  hypothesis. The predictive equation was  $UWES\_V (Vigor) = 2.11 + 0.72(MLQ\_Total)$ .

The results of the linear regression model were significant,  $F(1,109) = 42.59, p < .001, R^2 = 0.28$ , indicating that approximately 28% of the variance in UWES\_D is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_D,  $B = 0.89, t(109) = 6.53, p < .001$ . This indicates that on average, a one-unit increase of MLQ\_Total will increase the value of UWES\_D by 0.89 units. This indicates that there was a relationship between transformational leadership and engagement subscale Dedication,

which supports the  $H_{a3}$  hypothesis. The predictive equation was UWES\_D (Dedication) = 2.14 + 0.89 (MLQ\_Total).

The results of the linear regression model were significant,  $F(1,109) = 15.54, p < .001, R^2$  value (0.12) indicated that approximately 12% of the variance in UWES\_A is explainable by MLQ\_Total. MLQ\_Total significantly predicted UWES\_A,  $B = 0.54, t(109) = 3.94, p < .001$ . This indicates that on average, a one-unit increase of MLQ.

Chapter 5 will focus on the discussion, conclusions, and recommendations of the research study, as related to the research purpose, questions, and hypotheses. The chapter will review how the research supports the study's theoretical foundation, provides additional informational to the existing literature on transformational leadership, engagement, and commitment of nonprofit volunteers, and clarify the implications for this research on future research, practice, and positive social change.

## Chapter 5: Discussion, Conclusions, and Recommendations

Chapter 5 presents the discussion, conclusions, and recommendations of the research results that appeared in Chapter 4. This chapter will review the findings of the study as it relates to the research purpose, questions, and hypotheses. Specifically, chapter 5 will describe how this research supports the context of the study 's theoretical framework, clarify how the research adds to the body of literature that exists on the subject of transformational leadership, engagement, and commitment of volunteers in U.S. nonprofit organizations, and affirm the potential impact for positive social change in the community.

### **Interpretation of the Findings**

This purpose of this quantitative correlation research was to evaluate the impact of transformational leadership on volunteer engagement and commitment within US nonprofit organizations. The independent variable for this study was transformational leadership. The dependent variables were engagement and commitment of volunteers in nonprofit organizations. Transformational leadership, which is composed of five attributes (i.e. idealized attitudes, idealized behaviors, inspirational motivation, intellectual stimulation, and individualized consideration), was assessed, in aggregate, to observe if it had a mediating effect on the engagement and commitment of nonprofit volunteers. Prior research indicated a significant relationship between transformational leadership and engagement and commitment. This research study sought to evaluate the effect of the transformational leadership on the subscales of engagement (i.e., vigor,

dedication, and absorption) and the subscales of commitment (i.e., affective, continuance, and normative) utilizing three existing survey instruments: MLQ-5x, UWES-9, and OCQ.

Volunteers in US organizations were surveyed through a 52-item questionnaire administered through SurveyMonkey®. The survey used 20 questions from the MLQ-5x, nine questions from the UWES-9, 18 questions from the OCQ, and five demographic questions from SurveyMonkey®. (i.e., age, gender, household income, region of country, and type of electronic device on which the survey was completed). Additionally, two qualifying questions were included for respondents to affirmatively answer in order to proceed to the actual study survey: (a) consent to participate in the survey, and (b) affirmation that they were volunteers in an US nonprofit organization.

The research study was distributed through SurveyMonkey® to a specialized audience response panel that adhered to the parameters of the study. The target study population met the required conditions to participate as adults (ages 18-65), who self-identified their role as volunteers in nonprofit organizations. In an effort to minimize bias, SurveyMonkey® selected participants regardless of their race, gender, and the mission, vision, size, and geographic location of their US nonprofit organization.

A total of 259 participants were invited to participate in the research study and 111 participants responded by completing the questionnaire, for a 46.6% response rate. Approximately 57% of the prospective participants were removed for failing to meet the study parameters or due to failure to complete the survey. Descriptive statistics calculated from the research findings indicated that the most frequently observed category of Age was 45-60 ( $n= 46.41\%$ ). Gender results indicated the most observed



category were Female ( $n=95$ , 86%). The age and gender results are supported through the findings of the 2015 Department of Labor, Bureau of Labor Statistics 2016 data which showed that the average age of volunteers in U.S. nonprofit organizations was 45-54 years of age, and that women continue to volunteer at a higher rate than men. The most frequently observed category of household income was \$25,000 – \$49,999 ( $n=21$ , 19%). The most frequently observed category for the region was South Atlantic ( $n=27$ , 24%).

According to the research findings delineated in Chapter 4, a significant relationship was found to exist between transformational leadership and 8 of the 9 subscales of engagement and commitment. Transformational leadership did positively affect engagement vigor, dedication, absorption and affective and normative commitment. Transformational leadership did not have a significant relationship with continuance commitment, so the null hypothesis could not be rejected. Chapter 5 will reiterate the key findings of the relationships among the study variables, based upon the research data.

Prior research has demonstrated a significant relationship between transformational leadership and employee engagement and commitment in nonprofit organizations. Transformational leadership theory served as the theoretical foundation for this research study. Leaders who employ the transformational leadership style affect dynamic change in workforce performance outcomes and behaviors (Zhu et al., 2016). Freeborough (2012) acknowledged that a positive established link between transformational leadership and employee existed between nonprofit leader engagement

and commitment. This study confirmed Freeborough's (2012) findings that there is a significant relationship between transformational leadership and engagement vigor, dedication, and absorption. He noted a negative relationship between transformational leadership and organizational commitment in the affective and continuance subscale levels. The research from this study affirmed that the relationship between transformational leadership and organizational commitment affective and continuance subscales were weak to no relationship, respectively. This research study effort successfully examined the relationships of transformational leadership and engagement and commitment at the subscale level and found the Freeborough (2012) results to be accurately assessed.

Prior studies have noted the connection between transformational leadership and enhanced employee engagement and commitment in for-profit organizations (Marathe & Balasubramanian, 2013). However, fewer studies have been conducted to assess those relationships in the nonprofit organizational sector (Riggio et al, 2004). Though engagement has been linked to a positive relationship with transformational leadership, few studies have focused on the impact of that relationship in nonprofit organizations (Freeborough & Patterson, 2015). Among for-profits and nonprofit organizations, leaders who can effectively manage the workforce must motivate workers to embrace the organization's vision as well as work collaboratively toward the organization purpose and goals (Bass & Avolio, 1995; Phillips, 2015).

## **Limitations of the Study**

### **Trustworthiness of the Data**

The credibility of the data was ensured through established survey instruments used in the study. Each of the instruments used in the study were published questionnaires whose validity and reliability have been demonstrated in prior studies.

Three survey instruments were employed to collect the research data from the respondents: The MLQ, the UWES-9, and the OCQ. The MLQ measured transformational leadership (Bass & Avolio, 1990), the UWES-9 measured nonprofit volunteer engagement (Schaufeli et al, 2006), and the OCQ measured the commitment of volunteers in nonprofit organizations (Meyer, Allen, & Smith, 1993).

Data credibility was preserved through the use of the SurveyMonkey® survey administration. Data was collected from 111 individuals who had served as volunteers at U.S. nonprofit organizations. The anonymity of the survey respondents was ensured through exclusion of the collection of identifying information such as names and e-mail addresses. The use of SurveyMonkey® for survey administration provided reliable collection of the study data. Using SurveyMonkey® enhanced the response rate by allowing the participants to respond at their convenience within the time parameters of the survey process. Potential participants received instructions to complete the survey over a time frame of up to 7 business days. Anticipated time to respond to all items in the survey was 10-15 minutes. The actual survey concluded in less than 48 hours with 111 completed surveys.

## **Validity**

This quantitative research involved three measures of validity: external, internal, and construct. The external validity is related to the extent to which the published instruments used during the study provided the opportunity to extrapolate generalization over the population at large. The study only targeted volunteers in US nonprofit organizations. The results of this quantitative study were limited by the population that was surveyed. This study did not solicit prospective participants from nonprofits in other countries, therefore the generalizability is limited to the population in the United States. Internal validity assessed how well the published instrument measured the study variables that were intended to be measured. The three instruments utilized in this study, the MLQ 5-Short, UWES-9, and the OCQ were long tested and validated questionnaires which minimized a potential instrument threat to internal validity (Avolio et al., 1999; Avolio & Bass, 2004; Schaufeli et al., 2006). Construct validity refers to the degree to which a test measures what it claims to measure, or how a statistical test represents it (Freeborough & Patterson, 2015). Several earlier studies confirm the fact that the published instruments used in this research study provided strong construct validity (Avolio & Bass, 2004, Freeborough & Patterson, 2015). Cronbach's alpha was used to measure the internal consistency and test-re-test reliabilities (Schaufeli et al., 2006). The Cronbach's alpha coefficients were calculated for each of the study variables to assess the reliability of the three instruments that were employed. Cohen's standard was used to evaluate the strength of the relationships, where coefficients between .10 and .29 represented a small effect size, coefficients between .30 and .49 represented a moderate effect size, and

coefficients above .50 indicated a large effect size (Cohen, 1988). The Cronbach's alpha coefficients for all three study instruments were above .70, and the variable total correlations ranged from 0.44 or moderate to large and positive, which indicated acceptable reliability for this study.

### **Ethical Considerations**

The ethical considerations for research refers to the responsibility, integrity, and respect of human rights and dignity of participants (Academy of Management, 2011). This study adhered to the ethical principles required by the IRB. Participants were given informed consent forms regarding: the purpose of the research, how the research would be utilized, how the results of the study could be accessed, how their anonymity would be preserved, the minimization of risks to them as participants, the voluntary nature of the participation in the research, the lack of consequences for choosing to participate/ refusing to participate or failing to complete the survey, the participant information regarding ongoing questions or how to report concerns to the Walden University IRB ,and the \$.50 compensation that SurveyMonkey® would pay to the charity of their choice for completion of the survey. Each participant had to agree to participate on the research consent form. Participation was voluntary on the part of the SurveyMonkey® audience response panel, and the participants could choose to withdraw from the survey at anytime, without consequence. No identifiable information was collected or maintained on any of the participants. An application for research was completed submitted, and approved by the Walden University IRB, prior to the commencement of the research process. (IRB Approval # 02-14-18-0279588)

The survey participants' data and the response information was exported from Microsoft Excel 2016 into Statistical Package for the Social Sciences (SPSS) Version 24. SPSS was used to run a statistical analysis. The data was analyzed using a simple linear regression through SPSS. The data was further analyzed utilizing Cronbach's alpha, F tests, ANOVA,  $p$ ,  $B$ , and  $R^2$ .

After May 1, 2018, I provided the research study participants with the final results of the study. The SurveyMonkey® audience panel respondents to the survey will be informed about the availability of the final study results on the study consent form. Study respondents were advised to access [www.Facebook.com](http://www.Facebook.com) and search for the group “Transformational leadership-nonprofit volunteer engage/commit study result.” I will publish the compilation of all of the study results, charts, and corresponding graphs. Researchers have an obligation to maintain the confidentiality of data. It will not be possible to associate a completed survey with a specific participant or class of participants. BoxCryptor, a secure and encrypted electronic data storage system, will store the study data on a supplemental computer, which will be locked in a fire proof safe. The research data will remain in storage for the minimum 5 year time period, at which time the data will undergo destruction.

### **Recommendations**

This results of this research study suggests that transformational leadership may strengthen volunteer engagement and commitment in US nonprofit organizations. The positive relationships between transformational leadership and UWES, and its subscales as well as OCQ, and its subscales OCQ\_A (Affective) and OCQ\_N (Normative) confirm

that leaders who strive to focus on worker needs and concerns support worker engagement and commitment to the organization. Continuance commitment demonstrated no relationship with no relationship with transformational leadership. As continuance commitment refers to the perceived cost for leaving the organization, it may be difficult for leaders to impact the personal perceptions of the individual volunteer worker.

The study results is supported by prior studies which posited that transformational leadership exerted an influence over the engagement and commitment in for-profit and nonprofit organizations (Freeborough & Patterson, 2015). Sustaining volunteer engagement and commitments is challenging for most nonprofit organ While most earlier studies focused on for-profit organizations, more recent studies have included organizations in the nonprofit sector (El Badawy & Bassiouny, 2014). In a study of 247 volunteers working in 4 different nonprofit organizations, participants were surveyed regarding their motivation to volunteer and their perception of the organizational leadership dynamics as a factor in their decision to sustain their volunteerism. The results of the study showed that volunteer commitment and engagement are sustained by the presence of positive interpersonal relationships within the nonprofit organization. Leadership that created a motivated organizational climate reinforced volunteer engagement to assume work tasks, strengthened bonds between the volunteers and management, and enhanced volunteer commitment to the organization (Nencini, Romaioli, & Meneghini, 2016). Conducting more studies targeted at the use of transformational leadership with volunteers at nonprofit organizations would provide an

increased opportunity for leadership to understand how to influence worker engagement and commitment.

## **Implications**

### **Positive Social Change**

Nonprofit organizations support the needs of communities throughout the United States. Over 2.3 million nonprofit organizations have experienced increased demand to provide community services which have been traditionally met through federal and local government programs which have decreased due to fiscal deficits. Providing these safety net services for communities requires a nonprofit organizational workforce which fully supports the strategic mission and organizational structure (Maier et al., 2016). Effective community service delivery demands an engaged and committed volunteer workforce that are motivated to carry out the mission and goals of the nonprofit organization. Recent studies have shown a significant relationship between transformational leadership and engagement and commitment in nonprofit organizations (Freeborough, 2012). Transformational leaders inspire and motivate volunteer workforce through enhancement of their engagement and commitment (Richardson, 2014). Using transformational leaders with charismatic knowledge and skills will heighten nonprofit organizations' ability to manage their workforce to more effectively address critical services to individuals in need. To ensure optimal community service delivery, nonprofit organizations should seek transformational leaders who are adept at managing organization resources and processes as well as inspiring volunteer engagement and commitment which work in tandem to meet ongoing societal needs (Austin & Seitanidi, 2014).



### **Future Research**

While the specific results of this study demonstrate that there is a relationship between transformational leadership and the subscales of engagement, and 2 of the subscales of commitment. The significance of those relationships fall into the low moderate to moderate range. This study fills a gap in the field of literature by examining how transformational leadership impacts the engagement and commitment of volunteers in nonprofit organizations. Other variables, which were not included in the focus of this study, may be shown to exert a significant influence on the dependent variables of engagement and commitment, and would have served as a more accurate predictor of the variance among the variables. Future studies should examine the specific influence of the individual subscales of transformational leadership (i.e. idealized attitudes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration) with UWES, and its subscales and OCQ, and its subscales. The focus of that study could the researcher to discern if there is a more significant relationship among the subscales of the study variables that would show nonprofit leadership how to utilize the specific attributes of transformational leadership. Additionally, future studies should examine the variables, and subscales of this research study to address the demographic differences of nonprofit volunteers against those in for-profit organizations, as this nonprofit organizational volunteer workforce tended to be a skewed gender and age population (i.e 85.65 female to 14.4% male) or 45 years of age or older. Future studies may want to examine the variables studied in this research with a for-profit workforce, as nonprofit organization volunteers possess different motivations for their work efforts than

employees in for-profit organizations who are being compensated. Leadership in for-profit organizations may also embrace a different leadership style from leaders in nonprofit organizations. Understanding the differences between leadership in the for-profit and nonprofit sectors could positively impact the affects of transformational leadership as a predictor for the variance in worker engagement and commitment. This study was a quantitative research study which did not attempt to gain an understanding of the underlying reasons, motivations, or personal opinions of the participants. Future research may want to conduct a qualitative study to gain the perspective from the point of view of the participant regarding the impact of transformational leadership on nonprofit volunteer engagement and commitment.

### **Practice**

This research study suggests that there is a positive relationship between transformational leadership and engagement and commitment among volunteers in nonprofit organizations. Nonprofit organizations would benefit from the employment of leaders who possess transformational knowledge and skills to manage their volunteer workforce. Nonprofit management may want to provide ongoing training to current leadership to ensure strategic development of a transformational leadership style. Understanding how to ideally influence, motivate, nurture, intellectually stimulate the volunteer workforce could lead to more effective management of volunteer time, utilization of organization resources, and service delivery outcomes.

## **Conclusions**

Transformational leadership has been shown to have a positive relationship with engagement and commitment in for-profit and nonprofit organizations. While most earlier studies have focused on the influence of transformational leadership in for-profit environments, recent studies recognize the benefits of this leadership approach for the nonprofit sector. As a dynamic and charismatic leadership style, transformational leadership could elevate the management of human resources in the nonprofit sector, provide more effective strategies for decision making, structure conflict resolution, provide fiscal and material resource oversight, and strengthen engagement and commitment of nonprofit volunteer workforce, thereby helping to ensure more sustainable service delivery organizations for US communities.

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### Appendix A: SurveyMonkey® Privacy Policy

This is the link to the SurveyMonkey® Privacy Policy:

<https://www.surveymonkey.com/mp/policy/privacy-policy>

The effective date of this privacy policy is September 12, 2016.

## Appendix B: Permission to use the Multifactor Leadership Questionnaire

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Reply|

Thu 12/7/2017, 1:13 PM

You

Hello Victoria,

In regards to your email request to extend the expiration date on the 500 licenses remaining on the 500 MLQ licenses that you purchased via Order #10155 on 12/20/16, this email provides the extension for these 500 licenses to 12/20/18 or until the 500 licenses have been used, whichever occurs first.

Regards,

Ken

Mind Garden, Inc.

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## Appendix C: Multifactor Leadership Questionnaire

From The Multifactor Leadership Questionnaire: Manual and Sample (3<sup>rd</sup> Ed) by Avolio & Bass, 2004, Menlo Park, CA: Mind Garden. Copyright 2004 by Mind Garden, Inc. Reprinted with permission.

This questionnaire is used to describe the leadership style of your direct supervisor as you perceive it. Answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

### Scale

- 0-Not at all
- 1-Once in a while
- 2-Sometimes
- 3-F
- 4-Frequently, if not always

### Sample items

1. Provides me with assistance in exchange for my efforts.
2. Re-examines critical assumptions to question whether they are appropriate.
3. Fails to interfere until problems become serious.
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.
5. Avoids getting involved when important issues arise.

## Appendix D: Permission to Use Utrecht Work Engagement Scale

Notice for potential users of the UWES-9.

You are welcomed to use the UWES-9 provided that you agree to the following two conditions:

1. The use is for non-commercial educational or research purposes only. This means that no one is charging anyone a fee.
2. You agree to share some of your data, detailed below, with the authors. We will add these data to our international database and use them only for the purpose of further validating UWES-9 ( e.g., updating norms, assessing cross-national equivalence).

Data to be shared:

For each sample, the raw test-scores, age, gender, and (if available) occupation. Please adhere to the original answering format and sequential order of the items.

For each sample, a brief narrative description of its size, occupation(s) covered ( if available), language and country.

Please send data to: Preferably the raw data file should be in SPSS or EXCEL format. by continuing to The TEST FORMS, you agree with the above statement.

No explicit, personal permission is required — and will be given — as long as both previously mentioned conditions are fulfilled.

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### Appendix E. Utrecht Work Engagement Scale

From The measurement of work engagement with a short questionnaire: A cross-national study, 2006, Educational and Psychological Measurement by Schaufeli, Bakker, and Salanova, Copyright 2006 by Schaufeli, Bakker, and Salanova. Reprinted with permission.

The following statements are about how you feel at your volunteer organization. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, mark the “0” (zero) in the space after the statement. If you have had this feeling, then how often you felt it by marking the number (from 1 to 6) that best describes how frequently you feel that way.

#### Scale

0 = Never

1 = A few times a year or less 2 = Once a month or less

3 = A few times a month

4 = Once a week

5 = A few times a week

6 = Every day

#### Sample Items

1. At my work, I feel bursting with energy.
2. I am enthusiastic about my job.
3. I feel happy when I am working intensely.
4. I am proud of the work that I do.
5. I am immersed in my work.

## Appendix F: Permission to use the Organizational Commitment Questionnaire (OCQ)

The test of a three component conceptualization by Meyer, Allen, and Smith, 1993. *Journal of Applied Psychology*, 78,538 - 551. Copyright 1993 by Meyer, Allen, and Smith. Reprinted with permission.

**RE: Permission to use Organizational Commitment Questionnaire (OCQ) -Meyer, Allen, & Smith (1993)**

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## Appendix G: Organizational Commitment Questionnaire (OCQ)

Commitment to organizations and occupations, as measured by Meyers, Allen and Smith (1993) to assess employee commitment to work organizations. The Organizational Commitment Questionnaire (OCQ) features 18 questionnaire statements (six statements for each subscale). The OCQ, scored on a 7 point Likert scale, provides a reliable test of the relationships between organizational commitment affective, continuance, and normative.

The following questionnaire statements represent feelings that nonprofit volunteers might have about the company or organization for which they volunteer. With respect to the feelings about the particular organization for which the individual is now working, please indicate the degree of your agreement or disagreement with each statement.

### Scale

1= Strongly Disagree

2 = Disagree

3 = Slightly Disagree

4= Undecided

5 =Slightly Agree

6 =Agree

7 = Strongly Agree

### Sample Items

1. I would be very happy to spend the rest of my career with this organization.
2. Right now, staying with my organization is a matter of necessity as much as desire.
3. I really feel as if this organization's problems are my own.
4. I owe a great deal to my organization.
5. This department has great deal of personal meaning for me

## Appendix H: G Power\* 3.1 Sample Size Verification Graphics

T-tests- GPower\*3.1 Buck\_V

G\*Power 3.1

Central and noncentral distributions Protocol of power analyses

```
[2] -- Monday, April 03, 2017 -- 16:59:29
t tests - Correlation: Point biserial model

Analysis: A priori: Compute required sample size
Input:    Tail(s)                = Two
          Effect size |ρ|        = .3
          α err prob             = 0.05
          Power (1-β err prob)   = 0.8
Output:   Noncentrality parameter δ = 2.8477869
          Critical t             = 1.9900634
          Df                     = 80
          Total sample size      = 82
          Actual power           = 0.8033045
```

Test family: t tests

Statistical test: Correlation: Point biserial model

Type of power analysis: A priori: Compute required sample size - given α, power, and effect size

Input parameters

Determine

Tail(s): Two

Effect size |ρ|: 0.3

α err prob: 0.05

Power (1-β err prob): 0.8

Output parameters

Noncentrality parameter δ: 2.8477869

Critical t: 1.9900634

Df: 80

Total sample size: 82

Actual power: 0.8033045

X-Y plot for a range of values Calculate



Appendix I: Impact of Transformational Leadership on Volunteer Engagement and Commitment in Nonprofit Organizations Survey

This Multifactor Leadership Questionnaire (MLQ) is used to describe the leadership style of your nonprofit organization leader as you perceive it. Answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not now the answer leave the answer blank.

Important (necessary for processing) Which best describes you?
<input type="checkbox"/> I am at a higher organizational level than the person I am rating
<input type="checkbox"/> The person I am rating is at my organizational level
<input type="checkbox"/> I am at a lower organizational level than the person I am rating
<input type="checkbox"/> Other than above

Twenty descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
0	1	2	3	4

The person I am Rating.....

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Re-examines critical assumptions to question whether are appropriate. | 0 | 1 | 2 | 3 | 4 |
| 2. Talks about his/her most important values and beliefs                 | 0 | 1 | 2 | 3 | 4 |
| 3. Seeks differing perspectives when solving problems                    | 0 | 1 | 2 | 3 | 4 |
| 4. Talks optimistically about the future                                 | 0 | 1 | 2 | 3 | 4 |
| 5. Instills pride in me for being associated with him/her                | 0 | 1 | 2 | 3 | 4 |

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Not at all	Once in a	Sometimes	Fairly Often	Frequently, if not always
0	1	2	3	4

6. Specifies the importance of having a strong sense of purpose	0	1	2	3	4
7. Spends time teaching and coaching	0	1	2	3	4
8. Goes beyond self-interest for the good of the group	0	1	2	3	4
9. Acts in ways that builds my respect	0	1	2	3	4
10. Considers the moral and ethical consequences of decisions	0	1	2	3	4
11. Displays a sense of power and confidence	0	1	2	3	4
12. Articulates a compelling vision of the future	0	1	2	3	4
13. Gets me to look at problems from many different angles	0	1	2	3	4
14. Helps me to develop my strengths	0	1	2	3	4
15. Emphasizes the importance of having a collective sense of mission	0	1	2	3	4
16. Expresses confidence that goals will be achieved	0	1	2	3	4

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Not at all	Once in a	Sometimes	Fairly Often	Frequently, if not always
0	1	2	3	4

17. Talks enthusiastically about what needs to be accomplished. 0 1 2 3 4
18. Suggests new ways if looking at how to complete assignments 0 1 2 3 4
19. Treats me as an individual rather than just a member of a group 0 1 2 3 4
20. Considers me as having different needs, abilities, and aspirations from others 0 1 2 3 4

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**Work and Well-Being Survey (UWES-9)**

The following 9 statements are about how you feel about your volunteer work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

---

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times	Once a	A few times	Once a	A few times	Every
	a year/less	month/less	a month/less	week	a week	day

---

21. At my volunteer work, I feel bursting with energy. 0 1 2 3 4 5 6
22. At my volunteer work, I feel strong and vigorous. 0 1 2 3 4 5 6
23. I am enthusiastic about my volunteer work. 0 1 2 3 4 5 6
24. My volunteer work inspires me. 0 1 2 3 4 5 6
25. I am proud of the volunteer work that I do. 0 1 2 3 4 5 6
26. I am immersed in my volunteer work. 0 1 2 3 4 5 6
27. When I get up in the morning, I feel like going  
to do volunteer work 0 1 2 3 4 5 6
28. I get carried away when I am doing volunteer work. 0 1 2 3 4 5 6
29. I feel happy when I am working intensely 0 1 2 3 4 5 6

Source: Schaufeli, Bakker, & Salanova (2006)

**Organizational Commitment Questionnaire (OCQ)**

From commitment to organizations and occupations: Extension and test of a three component conceptualization by Meyer, Allen, and Smith, 1993. *Journal of Applied Psychology*, 78, 538-551.

The following series of 18 statements represent potential feelings that you may have about the organization for which you do volunteer work. With respect to how you feel about a particular organization for which you are currently doing volunteer work, please indicate your level of agreement or disagreement with each statement.

Please respond to each statement, based on how you feel, as indicated by the 7-point Likert scale below:

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or disagree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

- 30.I would be very happy to spend the rest of my career with this organization. 1 2 3 4 5 6 7
- 31. I really feel as if this organization's problems are my own. 1 2 3 4 5 6 7
- 32. I do not feel like part of the family at this organization. 1 2 3 4 5 6 7
- 33. I do not feel emotionally attached to this organization. 1 2 3 4 5 6 7
- 34. This organization has a great deal of personal meaning for me. 1 2 3 4 5 6 7
- 35. I do not feel a strong sense of belonging to this organization. 1 2 3 4 5 6 7
- 36.Right now, staying with my organization is a matter of necessity as much as desire. 1 2 3 4 5 6 7

Source: Meyer, Allen & Smith (1993)

Strongly	Moderately	Slightly	Neither Agree	Slightly	Moderately	Strongly
----------	------------	----------	---------------	----------	------------	----------

Disagree	Disagree	Disagree	or disagree	Agree	Agree	Agree
1	2	3	4	5	6	7

37. It would be very hard for me to leave my organization right now,  
even if I wanted to. 1 2 3 4 5 6 7
38. Too much of my life would be disrupted if I left my organization. 1 2 3 4 5 6 7
39. I feel that I have too few options to consider leaving this  
organization. 1 2 3 4 5 6 7
40. One of the few negative consequences of leaving my this  
organization would be the scarcity of available alternative  
elsewhere. 1 2 3 4 5 6 7
41. One of the major reasons I continue to work for this  
organization is that leaving would require considerable  
personal sacrifice. 1 2 3 4 5 6 7
42. I think that people these days move from organization to  
organization too often. 1 2 3 4 5 6 7
43. One of the reasons I continue to work for this organization  
is that I believe that loyalty is important and therefore feel a  
sense of moral obligation to remain. 1 2 3 4 5 6 7

Source: Meyer, Allen & Smith (1993)

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither or disagree	Agree	Slightly Agree	Moderately Agree	Strongly Agree
----------------------	------------------------	----------------------	------------------------	-------	-------------------	---------------------	-------------------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

44. I was taught to believe in the value of remaining  
loyal to one organization 1 2 3 4 5 6 7
45. I do not believe that a person must always be loyal to his or  
her organization. 1 2 3 4 5 6 7
46. Jumping from organization to organization does not seem  
at all unethical to me. 1 2 3 4 5 6 7
47. If I go another offer for a better volunteer job elsewhere, I  
would feel that it was right to leave my organization. 1 2 3 4 5 6 7

Source: Meyer, Allen & Smith (1993)

## Appendix J: Demographic Survey

## AGE

- \_\_\_\_\_ 18-29
- \_\_\_\_\_ 30-44
- \_\_\_\_\_ 45-60
- \_\_\_\_\_ > 60

## GENDER

- \_\_\_\_\_ Female
- \_\_\_\_\_ Male

## HOUSEHOLD INCOME

- \_\_\_\_\_ \$0 - \$9,999
  - \_\_\_\_\_ \$10,000 - \$24,999
  - \_\_\_\_\_ \$25,000 - \$49,999
  - \_\_\_\_\_ \$50,000 - \$74,999
  - \_\_\_\_\_ \$75,000 - \$99,999
  - \_\_\_\_\_ \$100,000 - \$124,999
  - \_\_\_\_\_ \$125,000 - 149,999
  - \_\_\_\_\_ \$150,000 - 174,999
  - \_\_\_\_\_ \$175,000 - \$199,999
  - \_\_\_\_\_ \$200,000+
- \_\_\_\_\_ Prefer not to answer



## REGION

_____	New England
_____	Middle Atlantic
_____	East North Central
_____	West North Central
_____	South Atlantic
_____	East South Central
_____	West South Central
_____	Mountain
_____	Pacific