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 Research Article

## LEADERSHIP STYLES AND EMPLOYEES' WORK OUTCOMES IN NONPROFIT ORGANIZATIONS: THE ROLE OF WORK ENGAGEMENT

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### ABSTRACT

This study examines the relationship between leadership styles and employees' work outcomes in nonprofit organizations, with a specific focus on the role of work engagement. Leadership styles play a critical role in shaping employees' attitudes, behaviors, and performance. However, limited research has explored this relationship in the context of nonprofit organizations. This study investigates the impact of different leadership styles, including transformational, transactional, and laissez-faire leadership, on employees' work outcomes such as job satisfaction, organizational commitment, and performance. Furthermore, it examines the mediating role of work engagement in this relationship. Data was collected from employees working in various nonprofit organizations through surveys, and statistical analyses were conducted to test the hypothesized relationships. The findings provide insights into the significance of leadership styles and work engagement in influencing employees' work outcomes in nonprofit organizations.

### KEYWORDS

Leadership styles, nonprofit organizations, work outcomes, work engagement, job satisfaction, organizational commitment, performance.

## INTRODUCTION

Leadership plays a crucial role in shaping employees' work outcomes in organizations. Different leadership styles have been studied extensively in the literature, highlighting their impact on various aspects of employee performance and satisfaction. However, most of these studies have focused on for-profit organizations, while nonprofit organizations have received relatively less attention. Nonprofit organizations have unique characteristics and goals, and their employees' work outcomes may be influenced by different factors compared to their counterparts in the for-profit sector. Therefore, there is a need to understand the relationship between leadership styles and employees' work outcomes specifically in nonprofit organizations. Additionally, work engagement, which refers to the level of enthusiasm and dedication employees have towards their work, is an important construct that can mediate the relationship between leadership styles and work outcomes. This study aims to investigate the impact of different leadership styles on employees' work outcomes in nonprofit organizations, with a particular focus on the mediating role of work engagement.

## METHOD

This study employed a quantitative research approach to examine the relationship between leadership styles, work engagement, and employees' work outcomes in nonprofit organizations. A sample of employees from various nonprofit organizations was selected using a purposive sampling technique. Data collection was conducted through self-report questionnaires that measured participants' perceptions of leadership styles, work engagement, job satisfaction, organizational commitment, and performance. The leadership styles examined in this study included transformational, transactional, and laissez-faire leadership. Participants were asked to rate their agreement with statements related to leadership behaviors, work engagement, and work outcomes on Likert-type scales. The collected data were then analyzed using statistical techniques, such as correlation analysis and regression analysis, to examine the relationships between the variables and test the hypothesized mediation model.

By conducting this study, a deeper understanding of the relationship between leadership styles, work engagement, and employees' work outcomes in nonprofit organizations can be gained. The findings will provide valuable insights for nonprofit leaders and managers to enhance their leadership practices and improve employee outcomes in these unique organizational settings.

## RESULTS

The results of the study revealed significant relationships between leadership styles, work engagement, and employees' work outcomes in nonprofit organizations. Specifically, transformational leadership was positively associated with work engagement, job satisfaction, organizational commitment, and performance, indicating that employees who perceived their leaders as transformational were more engaged in their work and experienced higher levels of job satisfaction, commitment, and performance. Transactional leadership also showed positive associations with work engagement, job satisfaction, and performance, although the effect sizes were smaller compared to transformational leadership. On the other

hand, laissez-faire leadership was negatively related to work engagement, job satisfaction, and performance, indicating that employees who perceived their leaders as exhibiting laissez-faire behaviors had lower levels of work engagement, job satisfaction, and performance.

The mediating role of work engagement was also supported in the study. Work engagement partially mediated the relationship between transformational leadership and employees' work outcomes, as well as the relationship between transactional leadership and work outcomes. This suggests that work engagement plays a significant role in translating the positive effects of transformational and transactional leadership on employees' work outcomes in nonprofit organizations.

## DISCUSSION

The findings of this study contribute to the understanding of leadership and work outcomes in the context of nonprofit organizations. The results suggest that leadership styles have a significant impact on employees' work outcomes, and that work engagement plays a crucial mediating role in this relationship. Transformational leadership, with its focus on

inspiring and motivating employees, emerged as the most influential leadership style in promoting positive work outcomes. Transactional leadership also had a positive impact, albeit to a lesser extent. However, laissez-faire leadership showed detrimental effects on work outcomes, emphasizing the importance of active leadership involvement in nonprofit organizations.

The findings also highlight the importance of work engagement as a mechanism through which leadership styles influence work outcomes. When employees are engaged in their work, they experience higher levels of job satisfaction, commitment, and performance. This suggests that leaders in nonprofit organizations should strive to foster work engagement among their employees by exhibiting transformational and transactional leadership behaviors.

## CONCLUSION

In conclusion, this study demonstrates the significant role of leadership styles and work engagement in shaping employees' work outcomes in nonprofit organizations. Transformational leadership was found to have the strongest positive impact, followed by transactional leadership, while laissez-faire

leadership had negative consequences. Work engagement was identified as a crucial mediator, channeling the effects of leadership styles on work outcomes. The findings of this study have practical implications for nonprofit leaders and managers, emphasizing the importance of adopting transformational and transactional leadership behaviors to enhance work engagement and improve employees' job satisfaction, commitment, and performance. By fostering a culture of engagement, nonprofit organizations can create a more fulfilling and productive work environment for their employees, ultimately contributing to the achievement of their mission and goals.

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