

Inspecting leadership styles and its impact on volunteers motivational in light of self-determination theory; case of Palestinian organizations in the health sector

Baraa Abed

Orcid No: 0009-0000-5893-4808

Arab American University

baraa.hamad@aaup.edu

Abstract

Motivating volunteers is one of the most prominent challenges facing organizations and countries, and this study aims to contribute to the scientific literature on the impact of different leadership styles on volunteer motivation based on the Self-Determination Theory of Motivation (SDT). Our study model, which was tested on 101 volunteers in the Palestinian health sector, showed the positive impact of inspirational motivation (IM), intellectual stimulation (IS), and individual consideration (IC) components on transformational leadership. The two dimensions of transactional leadership were positively related to intrinsic motivation (Int-M), introspective organization (INTRO), and external social organization (EXT-S). Meanwhile, the non-interventionist leadership dimension negatively affects introspective organization (INTRO) motivation. Our analysis of the elements of each leadership style and studying its impact on motivation provides insights for leaders in organizations that rely primarily on volunteers in their work. The study has important theoretical and practical implications.

Keywords

Transformational leadership, Transactional leadership, Laissez-faire leadership, SDT, Motivation to volunteer, Palestinian health sector.

Introduction

Many studies indicate the importance of leadership and its significant impact on the organizational context. Leadership increases the effectiveness of subordinates' job performance and their belonging to the organization. It also increases their emotional intelligence, which reflects positively on the team's performance, especially in crises. It also helps develop new items or products (Al Khajeh, 2018).

While many studies (Hundie & Habtewold, 2024; Ridwan et al., 2022; Alqatawenh, 2018) focus on different leadership styles and their impact on followers, few shed light on followers, their motivations for performing tasks and their view of the leader. Paais & Pattiruhu's (2020) study found that employees' perceptions of transformational leadership were positively related to employees' intrinsic motivation and work engagement.

Instead of examining the effect of "full-spectrum" leadership on follower motivation and motivation, Kanat-Maymon and others (2020) looked at this relationship in reverse. He assumed that leadership practice requires an appropriate environment that includes motivated followers. In addition, the results of this study found that the work motivation of supervisors (leaders) was linked to the subordinates'

evaluation and view of the leader, which was also linked to the work motivation of the subordinates themselves.

Similarly, volunteers in the health sector, known for their extended service hours, stand out as a group with unique experiences. Bazan and his team's study in 2021 unveiled that student volunteers in health institutions experience low levels of fear before and during their service and receive encouraging feedback from their social circles. They find deep satisfaction in their volunteer work, significantly contributing to their personal and professional growth.

Similarly, based on in-depth interviews, Chawlowska and her team's study in 2021 revealed the myriad benefits of volunteer work as perceived by student volunteers in hospitals. These benefits, including the opportunity to forge new social connections, positive patient feedback, and acquire new knowledge, all contribute to developing their professional capabilities, thereby enriching their volunteer experience.

Despite all the positive effects, such as the health, physical, mental and social benefits of volunteering (Stukas et al., 2016), many countries in the world face a challenge in how to attract and retain volunteers, especially since there is a decline in volunteer rates (Raposa et al., 2017).

However, while most studies focus on how to motivate employees and maintain the quality of their performance, few studies address how to motivate volunteers despite the urgent need for their presence in many organizations. Therefore, the study by Tsai and others (2024) attempted to understand leadership styles and their role in motivating volunteers and ensuring their continuity, and it was called "Leading Volunteer Motivations."

On the other hand, the leader faces a major challenge when his followers are volunteers, not obligated to work, and may stop volunteering at any time. Therefore, studies indicate that leaders must adapt to volunteer followers rather than vice versa, respond to their requirements, and deal with them completely differently than paid employees (Tsai et al., 2024).

Therefore, in this study, we needed to understand the relationship between the leader and volunteer followers, especially in the health sector, and its impact on their volunteer work motivations. To achieve this, we sought to examine the leadership styles used by leaders in health institutions that receive volunteers through how these volunteers view the leaders. Our second goal was to measure the relationship between different leadership styles and the personal motivations of volunteers.

To achieve this, we examined the relationship between variables through the lens of self-determination theory (SDT). Because it is one of the theories most concerned with the organization's environment and working conditions, Ryan and Deci (2017) explained that the theory is concerned with the social and biological conditions that facilitate or hinder an individual's effectiveness in the organization. It also focuses on the individual's development, vitality, motivation, and well-being in specific social contexts, reflected in his psychological, social and behavioral health.

Literature review

It is very important to review the literature and briefly explain the study variables and the theory used before outlining our study methodology and presenting our findings.

Transformational Leadership

In the 1970s, Burns (1978) began paying attention to and researching leadership styles. He considered that there are two basic leadership styles: transactional and transformational. It was considered that the second type requires additional effort with followers (Abubakar & Ahmad, 2021).

Hai and others (2021) define transformational leadership as the process in which the leader supports followers (employees), motivates them to reach their potential, overcome obstacles to move up in the organization and strives to achieve the public good. Bass (1990) mentioned some characteristics that must be present in the leadership process. Transformational, such as the partnership between the leader and the follower through the follower's feeling of the value of the task to be carried out. In addition to inspiring followers and communicating high expectations using symbols and others. Intellectual capabilities must also be developed through analysis, evaluation, and the provision of solutions. Finally, considering individual differences requires the leader to deal with each individual individually, direct him, and choose the task that best suits his abilities.

It should be noted that Bass (2006) considered transformational leadership very useful in resolving conflicts within the organization. Because the leader knows each employee's nature and needs, he can settle differences and reach an agreement that respects all parties (Hai et al., 2021).

Asbari and others (2020) tried to refute the criticisms directed at the transformational leadership style, as the concept of transformational leadership includes many broad and sometimes inapplicable terms. This makes the transformational leader elitist and undemocratic while increasing organizational complexity, i.e., the dynamic, social and emergent complexities facing organizations. Researchers have proven the effectiveness of transformational leadership and its relationship to continuous and sustainable innovation.

This criticism has interested the researchers, as the results of the Kotamena and others (2020) study and the Purwanto and others (2020) study were consistent with the results of the previous study. The researchers found that transformational leadership is neither elitist nor anti-democratic. On the contrary, it enables employees to be flexible and independent, participate in and support new ideas, take risks, increase communication, and strengthen relationships.

Transactional Leadership

Transactional leadership is considered the most common leadership style (Young et al., 2021). Bass (1997) defines it as a method of exchanging rewards based on achievement, which he likened to the carrot and stick principle for employees. The transformational leader uses punishment when work does not meet his expectations. A reward is provided when the work is satisfactory and positive (Thanh & Quang, 2022).

Ridwan and others (2022) pointed out that the difference between transformational and transactional leadership does not mean that they conflict; rather, depending on the context, they can complement each other. According to the needs theory, transactional leadership satisfies lower needs, while transformational leadership satisfies higher needs.

It should be noted that Thanh and Quang (2022) considered successful transactional leadership the basis for moving to a transformational leadership style.

Ridwan and others (2022) pointed out three important characteristics that distinguish the transactional leadership style, which are:

1. Contingent Rewards include promising rewards for good performance, providing material and in-kind rewards for additional efforts, and imposing penalties in the event of poor performance.
2. Management by exception-active includes the leader remaining alongside the followers while carrying out missions, being guided by them, and taking corrective measures in case of an error.
3. Management by passive exception means the leader does not intervene except in emergencies; some consider it a prelude to non-interference leadership.

Laissez-faire Leadership

Thanh and Quang (2022) define "laissez-faire" leadership as a leadership style in which the leader does not interfere with followers and their actions, even in difficult situations requiring intervention. This style suits followers with a high sense of responsibility and extreme discipline in performing tasks.

Thanh & Quang (2022) consider that "laissez-faire leadership" is not considered a dominant leadership style and is linked to specific contexts. Because the leader does not fulfill the followers' primary role. On the other hand, the two researchers acknowledge that it is possible for followers to "invest" in this style, if it exists, to enhance their personal growth in the organization and to work in a way that suits them. Thus encouraging innovation, creativity, and faster decision-making.

Breevaart and Zacher (2019) consider this leadership style positive and effective. Leaders do not take responsibility and avoid interacting with their followers. Thus, this style prevents subordinates from getting information and feedback from their leader. It also deprives them of support when dealing with difficult situations, leading to lower satisfaction and effectiveness and increased conflicts between individuals within the organization.

Hundie and Habtewold (2024) define a laissez-faire leader as a leader who does not rely on his leadership abilities, does not set goals for his followers, and his followers control most decisions. The researchers indicated that this approach is used when followers have "autonomy" and can perform tasks without supervision.

Interaction between leadership styles

When we look at the studies that dealt with the three leadership styles (Alblooshi et al., 2021; Lee et al., 2019; Wikaningrum & Yuniawan, 2018; Zhang & Wang, 2018), we find that most of them compared the styles as independent variables and their impact on a variable. A specific follower in the organizational context. For example, we find the study of Rajbanshi (2020), which sought to measure the role of each of these methods in motivating followers and found that transformational leadership is the most effective style compared to the rest. On the other hand, a study by Ridwan and others (2022) found a positive relationship between transactional leadership and self-efficacy among subordinates, compared to a negative relationship with other leadership styles. Therefore, there is no consensus on the effectiveness of one leadership style more than another.

However, recent studies have begun to study the interaction between different leadership styles. Breevaart and Zacher's study (2019) attempted to understand the effect of the combined use of transformational and laissez-faire leadership styles on leader effectiveness. In their study, the researchers recommended considering the interaction between different leadership styles when studying leadership.

Motivations for volunteer work

Martins and others (2024) define volunteering as prosocial behavior, in which a volunteer provides a service to other "strangers" without expecting a financial reward. It can be defined in the social context according to the definition of the Australian Volunteering Organization (2015), as the time during which the volunteer works without achieving financial gains, while Penner (2002) defined it as a positive social behavior that benefits strangers, and occurs in an organizational environment (Erasmus & Morey, 2016).

The study by Same and others (2020) indicated a decline in the number of volunteers and the rate of volunteer hours, in contrast to the urgent need for this group. This creates many challenges for public

and private institutions in attracting volunteers. On the other hand, the same study indicated that "motivations" are the most important factor for initiating and sustaining volunteer behavior.

Many studies that have dealt with volunteer work have examined the motives for this behavior, the extent of its sustainability, and its impact, in one way or another, on the organization and society as a whole. The Teye & Peaslee (2020) study pointed out the importance of messages designed by organizations considering volunteering as part of their strategies. Therefore, volunteers who are career-motivated can be more responsive to those messages.

The same results were indicated by the study of Same and others (2020), which considered the functional approach to exploring volunteer motivations the most common approach. People volunteer in various jobs that meet their psychological and social needs. Over the past years, researchers have tested this approach using quantitative methods.

Likewise, Stukas and his colleagues (2016) study focused on the difference between intrinsic motivations for volunteering and motivations directed toward others in light of the volunteer job inventory theory. The study found that self-directed motivations are negatively related to satisfaction with volunteer work and intention to continue. In contrast, other-oriented motivations are positively related to both satisfaction and intention.

Although the motivations for volunteer work are classified into six different motivations, Tsai and others (2024) indicated the possibility of an individual moving from one motivation to another during the volunteering process. For example, an individual may volunteer to obtain a job opportunity (professional motivations). Over time, he forms social relationships with other volunteers during his work. The motivation to continue volunteering becomes social satisfaction.

Leadership styles and volunteer work

The study by Tsai and others (2024) indicates that the goal of leadership is closely aligned with motivating voluntary followers. The true meaning of leadership is evident in how to create belonging and effectiveness among followers without material incentives in exchange for that belonging, which is compatible with the volunteering process.

Dwyer and his colleagues (2013) considered that transformational leadership plays an essential role in satisfaction with volunteer work, thus ensuring its continuity, basing their research on self-determination theory. Therefore, they measured the six volunteer work motivations mentioned in the theory and transformational leadership as independent variables and their impact on satisfaction with volunteer work (as a dependent variable). The study found that the motives of values and esteem enhancement were positively related to "satisfaction," while the motive of understanding was positively related to the decision to volunteer. In addition, the study found a positive, statistically significant relationship between satisfaction and transformational leadership, while there is no relationship between leadership and the decision to volunteer.

The results of the Almas and others (2020) study are largely consistent with the results of the previous study, as the researchers found that the transformational leadership style helps retain volunteers, increases their intention to stay, and increases their satisfaction and job commitment. The study recommended implementing a strategy for training supervisors on transformational leadership skills before starting to train volunteers and directly supervise them.

It is worth noting that the study by Do Nascimento and others (2018) attempted to understand the motivators of volunteer work in non-profit institutions in the presence of transformational leadership. The results found that self-efficacy and confidence fully mediate between transformational leadership

and motivation to volunteer. Likewise, the study (Kang, 2016) recommended creating and maintaining an organizational identity for volunteers in these institutions to ensure the sustainability of volunteering.

Self-Determination Theory (SDT)

Since the beginning of the second millennium, Ryan and Deci (2000) reviewed a set of definitions related to intrinsic and extrinsic motivations toward behavior. This review later formed a methodological framework for self-determination theory (SDT), and it was considered a turning point in the research path followed. Because of the theories and models that preceded it, such as the theory of reasoned action (Fishbein & Ajzen, 1972), the theory of planned behavior theory (Ajzen, 1985), the health belief model (Maiman & Becker, 1974), and others. It attempts to shape and control motivation from the outside, while SDT focuses on people's inherent motivational tendencies to learn and grow and how they can be supported (Ryan & Deci, 2020).

Self-determination theory provides a blueprint for understanding human behavior motivations, developing individuals' capabilities, and motivating them within a specific group. It has been applied in many fields, such as family, education, health, sports, and psychotherapy, as well as the work environment, especially in how senior management deals with organizations (Ryan & Vansteenkiste, 2023; Ryan & Deci, 2022; Deci et al., 2017).

Ryan and Deci (2022) believe that the theory brought a new vision of human behavior motives, unlike most historical and contemporary literature, which assumed the existence of a single, specific motive for an individual to perform a certain behavior. However, SDT argues that there are various forms of motivation to predict outcomes, such as performance, engagement, vitality, and psychological health. Understanding the different types of motivation is not just a theoretical exercise but a crucial aspect of your HR professional or manager role. Each type carries unique incentives, procedures, and consequences, directly impacting employees' performance and job activity. This understanding is a powerful tool in shaping workplace dynamics. Deci and others (2017) categorize motivation into two distinct parts:

Firstly, *autonomous motivations* mean people engage in an activity with a complete sense of desire, will and choice. It often applies to activities organized voluntarily or in addition to the original work. The employee may reach this result when he understands the value and purpose of his job, feels ownership and independence in implementing it, and receives clear feedback and support from senior management. They include intrinsic, autonomous, and controlled motivation (Chua & Ayoko, 2021).

The second type, *controlled motivations*, involves people engaging in an activity because of top management's motivation and control. While this type is prevalent in the work environment, it's important to note that it can negatively affect subsequent performance and work engagement. This issue needs to be addressed urgently to ensure optimal employee performance.

Internal (self) and external (controlled) employees can be divided into four dimensions (Lohmann et al., 2017):

1. intrinsic motivation (Int-M) is classified within the group of intrinsic motivations and means motivation that arises entirely within the person, such as enjoyment in performing a task.
2. Integrated/identified organization (IDEN) means the motivation to achieve integrated congruence between the individual's values and the goal of carrying out the task. It falls within intrinsic and extrinsic motivations because the corresponding behavior is instrumental in an individual's people in implementing an individual's values and goals rather than out of interest or pure enjoyment.

3. Introjected regulation (INTRO) belongs to the group of external motivations. It is a person's motivation derived from self-pride, reputation, or feelings of duty.
4. External-social regulation (EXT-S) also belongs to the group of external motivations. It is a motivation linked to reward and punishment and, therefore, must be maintained by the outside (the supervisor who performs the task) to ensure its continuity.

Study questions

RQ1: How do different dimensions of transformational leadership (Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration) influence the various types of volunteer motivation (Intrinsic Motivation, Integrated/Identified Regulation, Introjected Regulation, External Regulation-Social) in the Palestinian health sector?

RQ2: How do the transactional leadership components (Contingent Reward, Management by Exception) affect volunteer motivation in the Palestinian health sector?

RQ3: How does laissez-faire leadership impact the motivation of volunteers in the Palestinian health sector?

Methodology

This study's primary aim is to examine the direct and indirect effects of each leadership style on different types of volunteer motivation and to assess the interaction effects among various leadership styles to understand their combined impact on volunteer motivation among volunteers in the Palestinian health sector.

The Palestinian health sector is the service sector that attracts the most volunteers in Palestine. Particularly, the Palestinian Ministry of Health established the Volunteer Work Unit to organize the volunteer process in this sector (Palestinian Ministry of Health, 2024).

From an ontological belief of truth as one reality, in which functional relationships can be derived between exogenous factors (i.e., leadership styles) and endogenous factors (i.e., volunteer motivation), is observable and can be objectively measured using structured questionnaires and statistical analysis (i.e., a positivist research philosophy) (Park, Konge, & Artino, 2020), the current study employs a quantitative and deductive research design focusing on structural equation modeling (SEM) analyses, a second-generation multivariate data analysis method to "test theoretically supported linear and additive causal models" (Wong, 2013, p.1), using SmartPLS 4.1.0.4 software that excels in handling complex models with limited sample size, which also aligns with the current study (Purwanto et al., 2021).

This design is appropriate for testing complex models involving multiple dimensions of transformational, transactional, and laissez-faire leadership styles and their impacts on different types of volunteer motivation, as well as interaction and mediation analyses. Additionally, The modeling approach to SEM in this study was (PLS-SEM), which does not require the assumption of normal data distribution (Wong, 2013). In particular, the results of Kolmogorov-Smirnov and Shapiro-Wilk statistics ranged from .135 to .271 and from .750 to .917, all with significance levels at $p < .001$.

To understand the complex relationships between leadership styles and volunteer motivation, the study model depicted in Figure 1 was developed. This model includes the following dimensions of leadership and types of volunteer motivation:

- Transformational Leadership involves charisma (CH), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC).
- Transactional Leadership: Contingent Reward (CR), Management by Exception (ME).

- Laissez-Faire Leadership: Laissez-Faire (LF).
- Volunteer Motivation Types: intrinsic motivation (Int-M), Integrated/Identified Regulation (IDEN), Introjected Regulation (INTRO), External Regulation-Social (EXT-S).

A questionnaire was developed to answer the study's questions. It comprised two main scales plus demographics: the Geyer and Souares (1998) scale of leadership style, measured across 34 items on a scale from 1 (strongly disagree) to 7 (strongly agree), and the Lohmann and others (2017) scale of volunteer motivations, measured across 15 items on a scale from 0 (not at all true) to 10 (completely true) (See Table for more clarification of items within each dimension).

Geyer and Souares (1998) Scale of Leadership Style (34 Items)

(A) Transformational Leadership

1. Charisma (CH) | 1. Sees the leader as a symbol of success and achievement. 2. The leader has a sense of mission conveyed to others. 3. Has complete faith in the leader. 4. The leader makes you feel good when around them. 5. Makes you proud to be associated with them.
2. Inspirational Motivation (IM) | 6. The leader has a vision that motivates you. 7. Use symbols and imagery to focus your efforts. 8. Conveys high-performance expectations to you.
3. Intellectual Stimulation (IS) | 9. Enables you to think about old problems in new ways. 10. Provides you with reasons to change your thinking about problems. 11. Emphasizes using intelligence to overcome obstacles. 12. Places a strong focus on solving problems carefully before taking action.
4. Individualized Consideration | (IC) 13. Makes you see problems as opportunities to learn. 14. Provide advice when you need it. 15. Is ready to guide or coach you whenever you need it. 16. Coaches you when needed. 17. Provides much help to newcomers. 18. Gives personal attention to those who feel neglected. 19. Find out what you want and help you to get it. 20. Expresses appreciation when you do a good job. 21. Tells you about your performance.

(B) Transactional Leadership

5. Contingent Reward (CR) | 22. Points out what you will receive if you do what needs to be done. 23. Ensures you get what you want in return for your cooperation. 24. Makes it clear that you can get what you want if you work according to the agreement. 25. Ensures a close alignment between what is expected of you and what you can get from them in return for your effort. 26. Makes you feel comfortable negotiating what you get in return for your achievements when necessary. 27. Gives you what you want in return for showing support to them. 28. Praise you when you do a good job.
6. Management by Exception (ME) | 29. Is satisfied with your performance as long as established procedures are working. 30. Avoids trying to change what you do as long as things are going smoothly. 31. Is content to let you do your job the way you have always done it unless changes are necessary. 32. Avoids intervening except when you fail to meet objectives.

(C) Laissez-Faire Leadership

7. Laissez-Faire (LF) | 33. Avoids intervening in your work. 34. Avoids telling you how to do your job.

Lohmann et al. (2017) Scale of Volunteer Motivations (15 Items)

8. Intrinsic Motivation (Int-M) | 1. I volunteer because I enjoy doing my work every day. 2. I volunteer because I enjoy the tasks I perform. 3. I volunteer because the work I do is very interesting.
9. Integrated/Identified Regulation (IDEN) 4. I volunteer because my work in the health sector is a core part of my identity. 5. I volunteer because my work is extremely important to the patients I help. 6. I volunteer because I want to make a difference in people's lives.
10. Introjected Regulation (INTRO) 7. I volunteer to feel good about myself. 8. I volunteer because my reputation depends on my work.
11. External Regulation-Social (EXT-S) 9. I volunteer because of the appreciation I receive from my patients and the community. 10. I volunteer so that I do not let my team down. 11. I volunteer because my supervisor appreciates me. 12. I volunteer because of the benefits that come with my job. 13. I volunteer to be able to support my family. 14. I volunteer because of the financial security my job provides. 15. I volunteer to earn money.

The questionnaire was then scripted on SurveytoGo 1.32.661.0, and a test link was generated for a pilot of 20 interviews. Upon completion of the pilot interviews, some amendments were made to the questionnaire.

In order to help answer the research questions, this study employed a purposive sampling method, specifically homogeneous sampling (Rai & Thapa, 2015). We targeted volunteers from the Modern College in Ramallah and the Mariam Foundation (i.e., the population of interest), known for their extensive volunteer activities in the Palestinian health sector. The former is because it distributes volunteers to various governmental health institutions in the West Bank, including hospitals, mobile clinics, and health centers affiliated with the Ministry of Health. The latter is because it is the first and only Palestinian organization dedicated to cancer patients (Mariam Foundation, n.d.).

This approach ensured that the sample consisted of individuals with similar characteristics, particularly their involvement in health-related volunteer work. For this purpose, a volunteer is someone who provides a service to other 'strangers' without financial gain (Martins et al., 2024) in a specific organizational environment (Erasmus & Morey, 2016).

This sampling design is non-probabilistic, which adds to the study's limitations.

The researchers sent the final survey link to the correspondents in each institution, who, in turn, forwarded the link using the WhatsApp group to their volunteers. The link was disseminated to volunteers in their respective institutions between 01 and 15 June 2024.

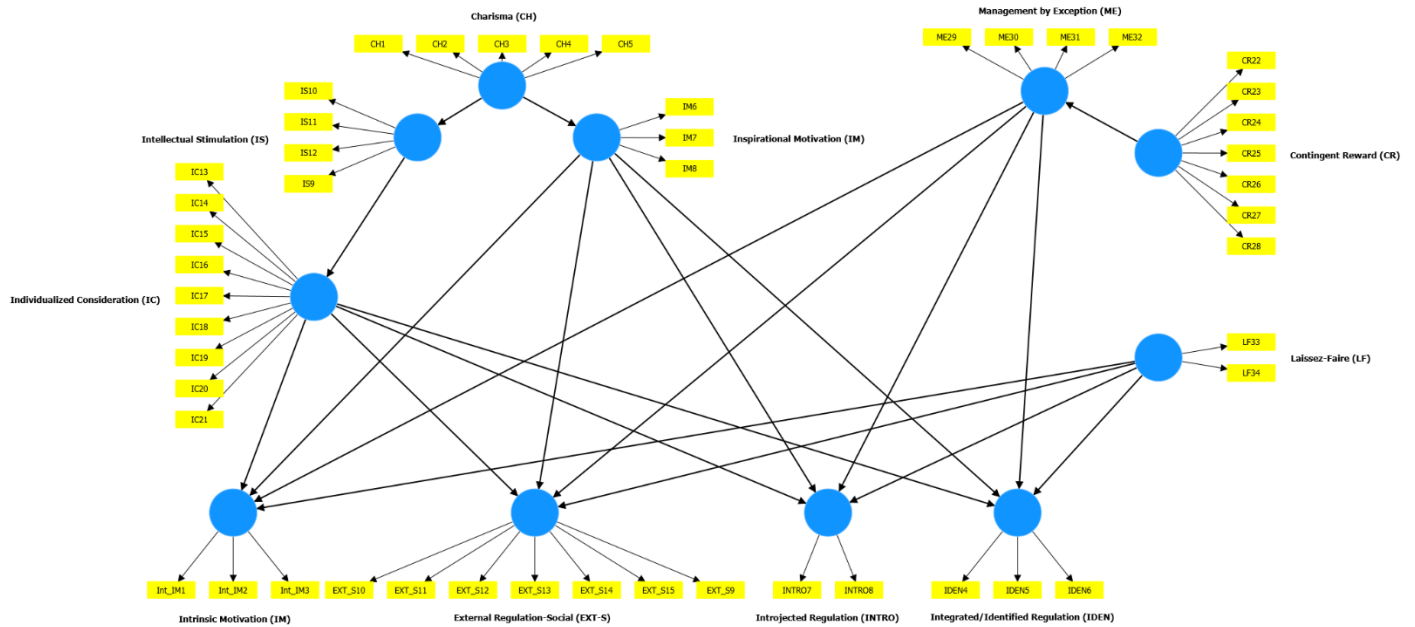


Figure 1 Conceptual Model of the Study

*The results of the statistical power analysis (using G*Power 3.1.9.7 software) revealed that a sample of 85 respondents is enough to have an 80% chance of detecting a true effect if it exists. Considering that effect size f^2 was designated as medium (0.15), the significance level (α) was set at 0.05, the power ($1-\beta_1$) was established at 0.95, and the analysis included four paths.*

One hundred and one volunteers responded to the questionnaire, thus forming the study sample. The sample comprised 46 Males and 55 Females, with a median age of 22 ranging from 18 to 69. Of these, 34.7% live in Rural areas, 34.7% in urban areas, and 5.9% in Refugee Camps.

To determine if the sample size 101 is adequate for the PLS-SEM analysis, the researchers followed the rule of 10x, suggesting that the minimum sample size should be ten times the largest number of structural paths directed at any latent construct. In the case of the study's model, as presented in the Table, the constructs with the most paths directed at them are External Regulation-Social (EXT-S), Integrated/Identified Regulation (IDEN), intrinsic motivation (Int-M), and Introjected Regulation (INTRO), each with four incoming paths. Based on the rule of thumb for PLS-SEM, the required sample size is ten times the number of paths, resulting in a required sample size of 40 ($10 * 4 = 40$). This means that the sample size 101 is sufficient for the PLS-SEM analysis. Nonetheless, an empirical validation study by Wagner and Grimm (2023) suggests a 30-times trait "to ensure a converting model, true estimates, and sufficient statistical power" (p. 1), which can be considered one of the limitations of this study, in addition to the limitation of generalizability due to sampling technique followed here.

The internal consistency of constructs was calculated using Cronbach's Alpha. Table 1 below reveals that all of the constructs had an excellent ($>.90$) Cronbach value, except for Inspirational Motivation

(IM), which had a good (>.80) value, and Introjected Regulation (INTRO), which had an acceptable (>.70) value, following Wadkar et al.'s (2016) rule of thumb about the adequacy of Cronbach Alpha. Cronbach Alpha was not calculated for Laissez-Faire (LF) because this construct consisted only of two items.

For validity assessment, the Average Variance Extracted (AVE) was calculated, with values ranging from 0.671 (External Regulation-Social) to 0.904 (Integrated/Identified Regulation), all of which exceeded the minimum threshold of 0.50, indicating adequate convergent validity. Table 1 below summarizes these reliability and validity metrics:

Table 1 Reliability and Validity Metrics for Constructs

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Charisma (CH)	0.959	0.959	0.968	0.858
Contingent Reward (CR)	0.960	0.961	0.967	0.808
External Regulation-Social (EXT-S)	0.918	0.923	0.935	0.671
Individualized Consideration (IC)	0.975	0.978	0.979	0.837
Inspirational Motivation (IM)	0.889	0.896	0.931	0.819
Integrated/Identified Regulation (IDEN)	0.947	0.948	0.966	0.904
Intellectual Stimulation (IS)	0.925	0.930	0.947	0.816
intrinsic motivation (Int-M)	0.926	0.932	0.953	0.872
Introjected Regulation (INTRO)	0.741	0.757	0.884	0.793
Management by Exception (ME)	0.937	0.942	0.955	0.841

The factor loadings of the items on their respective constructs were assessed to ensure the measurement model's Construct Validity. The results in Table 2 indicate that most items are strong indicators of their respective constructs. This means that items indeed represent their intended constructs.

Table 2 Factor Loadings of Items on Their Respective Constructs

	CH	CR	EXT-S	IC	IM	IDEN	IS	IM	INTRO	LF	ME
CH1	0.910										
CH2	0.937										
CH3	0.928										
CH4	0.948										
CH5	0.909										
CR22		0.900									
CR23		0.888									
CR24		0.930									
CR25		0.909									
CR26		0.907									
CR27		0.840									

CR28	0.915			
EXT_S10	0.796			
EXT_S11	0.794			
EXT_S12	0.870			
EXT_S13	0.846			
EXT_S14	0.819			
EXT_S15	0.755			
EXT_S9	0.851			
IC13	0.885			
IC14	0.933			
IC15	0.943			
IC16	0.940			
IC17	0.931			
IC18	0.916			
IC19	0.907			
IC20	0.872			
IC21	0.901			
IDEN4		0.948		
IDEN5		0.948		
IDEN6		0.956		
IM6		0.913		
IM7		0.916		
IM8		0.885		
INTRO7			0.911	
INTRO8			0.870	
IS10		0.918		
IS11		0.908		
IS12		0.932		
IS9		0.854		
Int_IM1			0.913	
Int_IM2			0.959	
Int_IM3			0.928	
LF33				0.951
LF34				0.749
ME29				0.921
ME30				0.938
ME31				0.919
ME32				0.889

Table 4 presents each construct's correlation matrix and the AVE square root, using the Fornell-Larcker criterion to assess discriminant validity. According to Fornell and Larcker (1981), "the square root of AVE of each construct should be greater than the correlation with any other construct in the framework," as cited in Rasoolimanesh (2022, p. 2). This criterion is met in the table, indicating that each construct is more strongly related to its measures than to those of other constructs, thus supporting discriminant validity.

As shown in Table 3, the Variance Inflation Factor (VIF) values for most paths are within acceptable limits ($1 < VIF < 5$), indicating no severe collinearity issues for those constructs, in line with Daoud's (2017) interpretation of VIF values. However, Individualized Consideration (IC) and Management by Exception (ME) exhibit high VIF values (5.74 and 5.486, respectively), suggesting collinearity concerns. Considering the adequate sample size, the multicollinearity 'negative' effect should not be overestimated (Kroll & Song, 2013). In addition to Hair et al. (2009) suggestion about a VIF threshold of 10, it is important to consider the context. For variance-based SEM like PLS, lower thresholds are recommended due to their effectiveness in minimizing collinearity. The highest VIF values (5.74) in the table below are below the threshold of 10, and most paths have significantly lower VIFs, indicating that multicollinearity is not a significant concern in the model. This aligns with recommendations by Cenfelli and Bassellier (2009) and others, ensuring robust and reliable results.

Table 3 Variance Inflation Factor (VIF) Values for Collinearity Assessment

Paths	VIF
Charisma (CH) -> Inspirational Motivation (IM)	1.00
Charisma (CH) -> Intellectual Stimulation (IS)	1.00
Contingent Reward (CR) -> Management by Exception (ME)	1.00
Individualized Consideration (IC) -> External Regulation-Social (EXT-S)	5.74
Individualized Consideration (IC) -> Integrated/Identified Regulation (IDEN)	5.74
Individualized Consideration (IC) -> intrinsic motivation (Int-M)	5.74
Individualized Consideration (IC) -> Introjected Regulation (INTRO)	5.74
Inspirational Motivation (IM) -> External Regulation-Social (EXT-S)	3.62
Inspirational Motivation (IM) -> Integrated/Identified Regulation (IDEN)	3.62
Inspirational Motivation (IM) -> intrinsic motivation (Int-M)	3.62
Inspirational Motivation (IM) -> Introjected Regulation (INTRO)	3.62
Intellectual Stimulation (IS) -> Individualized Consideration (IC)	1.00
Laissez-Faire (LF) -> External Regulation-Social (EXT-S)	2.23
Laissez-Faire (LF) -> Integrated/Identified Regulation (IDEN)	2.23
Laissez-Faire (LF) -> intrinsic motivation (Int-M)	2.23
Laissez-Faire (LF) -> Introjected Regulation (INTRO)	2.23
Management by Exception (ME) -> External Regulation-Social (EXT-S)	5.48
Management by Exception (ME) -> Integrated/Identified Regulation (IDEN)	5.48
Management by Exception (ME) -> intrinsic motivation (Int-M)	5.48
Management by Exception (ME) -> Introjected Regulation (INTRO)	5.48

Table 4 Correlation Matrix and Square Root of Average Variance Extracted (AVE) for Constructs (Fornell-Larcker Criterion)

	CH	CR	EX T-S	IC	IM	IDE N	IS	IM	INTR O	LF	ME
Charisma	0.926										
Contingent Reward	0.857	0.899									
External Regulation-Social	0.481	0.468	0.819								
Individualized Consideration	0.899	0.905	0.459	0.915							
Inspirational Motivation	0.879	0.848	0.328	0.844	0.915						
Integrated/Identified Regulation	0.522	0.434	0.745	0.534	0.376	0.951					
Intellectual Stimulation	0.906	0.877	0.471	0.909	0.910	0.530	0.903				
Intrinsic Motivation	0.489	0.423	0.729	0.483	0.378	0.891	0.475	0.934			
Introjected Regulation	0.435	0.383	0.793	0.432	0.307	0.879	0.434	0.797	0.890		
Laissez-Faire	0.645	0.676	0.291	0.655	0.583	0.297	0.687	0.284	0.166	0.856	
Management by Exception	0.850	0.889	0.515	0.872	0.787	0.525	0.873	0.507	0.432	0.743	0.917

Results and Discussion

Bootstrapping was conducted with 5,000 subsamples, using a two-tailed test with a significance level of 0.05 and a fixed seed to ensure replicability. The results of direct, indirect, specific-indirect and total effects revealed the following:

Transformational leadership influence on volunteer motivation

The results in Table 5 indicate that Charisma has a strong and significant direct influence on Inspirational Motivation ($\beta = 0.879, t = 27.077, p < 0.001$) and Intellectual Stimulation ($\beta = 0.906, t = 48.432, p < 0.001$), which implies that leaders who exhibit charismatic qualities are more likely to inspire volunteers to feel enthusiastic, energized and committed to organizational mission and goals, and is more likely to encourage them to think out of the box, and approach problems creatively.

Interestingly, while Individualized Consideration positively influences Integrated/Identified Regulation ($\beta = 0.537, t = 2.04, p = 0.041$), Inspirational Motivation has a negative influence ($\beta = -0.323, t = 1.978, p = 0.048$). On the one hand, showing personal attention and care for each volunteer's needs and development can effectively enhance volunteers' sense of identity, core values and beliefs, and alignment with the organization's values and goals, leading to higher sustainability of voluntary actions.

A result that was emphasized by the full mediation of the influence of Charisma through Individual Consideration ($\beta = 0.442$, $t = 2.063$, $p = 0.039$) statistically means that Charisma indirectly affects Integrated/Identified Regulation through IC. Practically, this means Charisma significantly enhances Individualized Consideration (as mentioned above), positively influencing Integrated/Identified Regulation. This pathway suggests charismatic leaders providing personalized attention and support can positively impact volunteers' identification with the organization's goals and values.

On the other hand, a lack of a compelling vision that aligns with the personal identity or does not resonate with volunteers can be the reason behind the later negative influence imposed by Inspirational Motivation. Sometimes, even the overemphasis on vision by leaders without addressing individual needs and providing concrete support might alienate volunteers. Volunteers might feel that their contributions and personal values are overlooked in favor of a grand organizational vision. Other explanations also revolve around the vision and the sense of obligation to conform with the leader's vision or the fact that the vision feels coercively imposed on volunteers rather than genuine identification. Inspiration messages should be more specific and of personal relevance to volunteers so that individuals can integrate them into their own identity and values. Volunteers give their time, effort, and sometimes money and resources without any financial reward; they need to feel personally supported and valued. If leaders focus more on inspirational rhetoric than on providing personalized guidance and support, it can lead to decreased integrated regulation.

Furthermore, fully negative mediation of Charisma influence through IM ($\beta = -0.284$, $t = 1.941$, $p = 0.052$) suggests that while the charismatic leader's speeches and enthusiasm can initially motivate volunteers (in the short-run), the volunteers might not develop a deep, personal connection to the organization's mission (in the long-run). In other words, volunteers might do the work because they feel inspired by the leader, but they do not necessarily see the work as part of their values and identity, which adds to the analysis above.

After reviewing the studies linking transformational leadership and motivating volunteers, we find that most dealt with transformational leadership as a single unit, as with motivation, without breaking down each variable into several variables according to the metrics used. However, most studies have found a positive relationship between them. This is the case in the study of Chen & Cuervo (2022), which found a positive partial mediation of the variable "volunteer motivation," which mediates the relationship between transformational leadership and work engagement.

Also, the association of the Integrated/identified organization (IDEN) with Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC) reflects the importance of transformational leadership in achieving a state of balance for the follower between his values. Dharmanto's study (2023) indicated that his implementation of the required task highlighted the role of transformational leadership in meeting the individual needs addressed by the SDT theory and the role of this leadership style in enhancing self-motivation.

The results of our study are largely consistent with Kanat-Maymon (2020), who found that practicing the transformational leadership style in the work environment increases their positive outlook on the workplace, which is reflected in their self-motivation and improves their self-efficacy in administrative tasks.

However, the need for a relationship between the organization's drivers provided. The external social organization reveals the existence of many gaps that must be worked on by leaders, especially in the health sector, as the lack of the transformational leader's influence on (INTRO) and (EXT-S) means that the leader did not exert An effort to create external conditions to motivate volunteers; Because these two factors are classified as external motivations that occur as a result of surrounding interactions and

their reflection on the volunteer's behavior. This may be due to the nature of work in the health sector, which focuses on tasks and their implementation more than on individuals and their well-being.

As for the intrinsic motivation factor (IM), the lack of a relationship with any of the elements of transformational leadership means a lack of certainty/belief in the concept of volunteering among the current generation. Because intrinsic motivation necessarily reflects the pure desire for behavior regardless of the surrounding circumstances. According to these results, we recommend that the Ministry of Education and relevant civil society institutions work to enhance the concept of volunteering and promote it in the school environment. We also recommend that leaders in the health sector focus on volunteers and create a suitable and comfortable environment for volunteering.

Transactional leadership influence on volunteer motivation

Contingent Reward directly affects Management by Exception ($\beta = 0.889$, $t = 30.671$, $p < 0.001$). This suggests that leaders frequently using Contingent Rewards will also likely employ Management by Exception, intervening only when volunteers' performance deviates from expected standards. The high beta value ($\beta = 0.889$) and very significant p-value ($p < 0.001$) indicate a strong and statistically significant relationship between these two leadership behaviors.

Table 6 shows that Contingent Reward also significantly and indirectly affects all volunteer motivation types through Management by Exception. This integrated rewards and performance monitoring approach can enhance various types of volunteer motivation. For example:

- Volunteers may feel more intrinsically motivated when they receive recognition for their efforts and understand their contributions are valued ($\beta = 0.489$, $t = 2.106$, $p = 0.035$). Although, by virtue, intrinsic motivation is about the internal satisfaction and enjoyment of the activity itself, rather than external rewards, results show that people still appreciate recognition, and a reward can extend from a simple thank you to an actual reward to show the recognition looked for by volunteers.
- Volunteers are more likely to internalize the organization's values and goals when they receive clear feedback and know their performance is monitored ($\beta = 0.419$, $t = 1.889$, $p = 0.059$).
- Volunteers may feel a sense of duty and responsibility to perform well because they know their performance is being observed and will be rewarded ($\beta = 0.479$, $t = 2.092$, $p = 0.036$). This internal pressure to meet expectations drives their motivation.
- Finally, tangible rewards and recognition can drive volunteers to meet external expectations and standards ($\beta = 0.615$, $t = 2.504$, $p = 0.012$). This is the very essence of External regulation-social.

Implementing systems that define clear performance goals, regularly monitor progress, and provide timely rewards and corrective feedback aligns with Expectancy Theory's principles. This approach ensures that volunteers understand what is expected (expectancy), see the link between their performance and rewards (instrumentality), and value the outcomes they receive (valence). By enhancing these three components, organizations can maintain high levels of motivation and performance among volunteers.

In general, we find - in contrast to transformational leadership - the emergence of intrinsic motivation (Int-M), introduced regulation (INTRO), and external-social regulation (EXT-S) in the results of the analysis and their relationship to the two dimensions of transactional leadership. These results could be more consistent with the study (Young et al., 2021), which tested the effect of transactional leadership on follower performance in light of self-determination theory and LMX theory. She considered this

style a "double-edged sword," as she found that (CR) enhances LMX but hinders empowerment, while (ME) enhances empowerment but hinders LMX.

Contrary to the stereotypical image of transactional leadership, the study (Faraz et al., 2018) revealed a positive relationship between this leadership style and innovation at work. This study, which also examined the effect of intrinsic motivation as a mediating variable, found that transactional leadership can indeed foster innovation. The results also indicated partial mediation by intrinsic motivation, aligning with the study's findings.

The results of our study indicate the nature of individuals in the Palestinian context, where the principle of "reciprocity," meaning obtaining a moral or material return, is considered the prevailing and most effective principle. Therefore, organizational leaders must be aware of the mentality of the follower in general and the volunteer in particular to motivate them to continue.

Laissez-Faire leadership influence on volunteer motivation

Table 7 shows that Laissez-Faire has a significant negative direct effect on Introjected Regulation, but its effects on External Regulation-Social, Integrated/Identified Regulation, and Intrinsic Motivation are not statistically significant. This means that a lack of guidance and feedback from leaders can reduce the sense of obligation or guilt (internal pressure) that might otherwise motivate volunteers to perform tasks. At the same time, the non-significant results suggest that the hands-off approach could have more significantly helped and hindered these forms of motivation among volunteers.

These results stress the importance of creating a supportive environment where volunteers feel guided but not micromanaged. This can help maintain internal motivations like introjected regulation while fostering other motivation types.

Finally, a more balanced leadership style might be more effective since laissez-faire leadership does not significantly impact external regulation-social, integrated/identified regulation, or intrinsic motivation. Combining laissez-faire elements with more active forms of leadership could support a wider range of motivational types. For instance, Leaders could adopt a laissez-faire approach when volunteers are performing well and need autonomy but switch to more active guidance and feedback when volunteers need support or direction.

Integrating Path-Goal Theory with the practical example of using a laissez-faire approach and switching to active guidance when needed illustrates the importance of adaptive leadership. By assessing volunteer needs and being flexible in their leadership style, leaders can effectively support and motivate their volunteers, leading to higher performance and satisfaction. This approach ensures volunteers receive autonomy and support at the right time, fostering a productive and motivated volunteer workforce.

Ultimately, the results revealed no relationship between laissez-faire leadership and volunteer work motivations, except for the introduced regulation (INTRO), and the relationship was negative. This result intersects with the study by Trépanier and others (2019), which sought to know the role of laissez-faire leadership in motivating followers in the health sector, relying on self-determination theory, which assumes that motivation meets the basic psychological needs of the individual, which are: autonomy, competence, and relatedness. Relatedness (Ryan & Deci, 2020). The researchers found that laissez-faire leadership generates frustration among followers who only need independence. At the same time, it achieves efficiency and relevance.

The study by Desgourdes and others (2023) further underscores the detrimental effects of laissez-faire leadership. It found that this type of leadership harms the well-being of followers in the workplace and

has a negative relationship to the mediating variable, independence. This highlights the need for a more involved and supportive leadership approach.

Although laissez-faire leadership allows followers to make their decisions freely and quickly away from the leader's control, it is clear that the follower does not desire this type of leadership except in very specific cases and does not feel the value of the mission and belonging to the work unless there is clear interaction with the leader.

Table 5 Direct, Indirect, Total, and Specific Indirect Effects of Transformational Leadership Dimensions on Volunteer Motivation Constructs

Direct Effects

Charisma (CH) -> Inspirational Motivation (IM)	$\beta = 0.879, t = 27.077, p < 0.001$
Charisma (CH) -> Intellectual Stimulation (IS)	$\beta = 0.906, t = 48.432, p < 0.001$
Individualized Consideration (IC) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.537, t = 2.04, p = 0.041$
Inspirational Motivation (IM) -> Integrated/Identified Regulation (IDEN)	$\beta = -0.323, t = 1.978, p = 0.048$
Inspirational Motivation (IM) -> Introjected Regulation (INTRO)	$\beta = -0.259, t = 1.401, p = 0.161$

Indirect Effects

Charisma (CH) -> Individualized Consideration (IC)	$\beta = 0.824, t = 26.87, p < 0.001$
Charisma (CH) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.159, t = 0.841, p = 0.400$
Charisma (CH) -> Introjected Regulation (INTRO)	$\beta = 0.111, t = 0.576, p = 0.565$

Total Effects

Charisma (CH) -> Inspirational Motivation (IM)	$\beta = 0.879, t = 27.077, p < 0.001$
Charisma (CH) -> Intellectual Stimulation (IS)	$\beta = 0.906, t = 48.432, p < 0.001$
Charisma (CH) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.159, t = 0.841, p = 0.400$
Charisma (CH) -> Introjected Regulation (INTRO)	$\beta = 0.111, t = 0.576, p = 0.565$

Specific Indirect Effects

Charisma (CH) -> Inspirational Motivation (IM) -> Integrated/Identified Regulation (IDEN)	$\beta = -0.284, t = 1.941, p = 0.052$
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Charisma (CH) -> Intellectual Stimulation (IS) -> Individualized Consideration (IC) -> Integrated/Identified Regulation (IDEN) $\beta = 0.442, t = 2.063, p = 0.039$

Table 6 Direct, Indirect, Total, and Specific Indirect Effects of Transactional Leadership Dimensions on Volunteer Motivation Constructs

Direct Effects	
Contingent Reward (CR) -> Management by Exception (ME)	$\beta = 0.889, t = 30.671, p < 0.001$
Management by Exception (ME) -> External Regulation-Social (EXT-S)	$\beta = 0.692, t = 2.558, p = 0.011$
Management by Exception (ME) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.472, t = 1.914, p = 0.056$
Management by Exception (ME) -> intrinsic motivation (Int-M)	$\beta = 0.550, t = 2.133, p = 0.033$
Management by Exception (ME) -> Introjected Regulation (INTRO)	$\beta = 0.539, t = 2.122, p = 0.034$
Indirect Effects	
Contingent Reward (CR) -> External Regulation-Social (EXT-S)	$\beta = 0.615, t = 2.504, p = 0.012$
Contingent Reward (CR) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.419, t = 1.889, p = 0.059$
Contingent Reward (CR) -> intrinsic motivation (Int-M)	$\beta = 0.489, t = 2.106, p = 0.035$
Contingent Reward (CR) -> Introjected Regulation (INTRO)	$\beta = 0.479, t = 2.092, p = 0.036$
Total Effects	
Contingent Reward (CR) -> External Regulation-Social (EXT-S)	$\beta = 0.615, t = 2.504, p = 0.012$
Contingent Reward (CR) -> Integrated/Identified Regulation (IDEN)	$\beta = 0.419, t = 1.889, p = 0.059$
Contingent Reward (CR) -> intrinsic motivation (Int-M)	$\beta = 0.489, t = 2.106, p = 0.035$
Contingent Reward (CR) -> Introjected Regulation (INTRO)	$\beta = 0.479, t = 2.092, p = 0.036$

Table 7 Direct Effects of Laissez-Faire Leadership Dimensions on Volunteer Motivation Constructs

Direct Effects	
Laissez-Faire (LF) -> External Regulation-Social (EXT-S)	$\beta = -0.207, t = 1.492, p = 0.136$
Laissez-Faire (LF) -> Integrated/Identified Regulation (IDEN)	$\beta = -0.216, t = 1.917, p = 0.055$
Laissez-Faire (LF) -> intrinsic motivation (Int-M)	$\beta = -0.212, t = 1.871, p = 0.061$
Laissez-Faire (LF) -> Introjected Regulation (INTRO)	$\beta = -0.353, t = 2.663, p = 0.008$

Conclusion

We relied on SDT to provide insights into the impact of different leadership styles on motivating individuals toward volunteering. Our findings demonstrate the influence of each leadership style on a range of motivations and the interactions between the three leadership styles, which helps sustain the volunteer process in organizations. This careful linking between the dimensions of each leadership style and the range of motivations offers important directions for future research and provides useful insights for practitioners seeking to increase the quality of motivation and sustainability of volunteering.

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