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Leadership and Management in Nonprofit Organisation: A Case Study of the Hiring of Volunteers Implications of Leadership and Management Within the Nonprofit Organisation

Student Name:

<insert your name>

Student ID:

<student number>

Supervised by:

<supervisor name>

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I confirm that I have read the University regulations on plagiarism, and that this assignment is my own work.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This study was arranged in a dissertation format to study the impact of leadership styles on the productivity level of Non-profit organisations. This dissertation comprises five chapters starting with the introduction informing about the background, rationale, key aim and objectives for the dissertation. The second chapter carries out a literature review to develop an in-depth understanding of the research study. The third chapter highlights the research methodology adopted by the researcher to accomplish the study objectives. The fourth chapter carries out an analysis of the collected data to accomplish the study objectives. The fifth chapter informs the conclusion and recommendations drawn from the research study.

1.2 Research Background

Every organisation, be it profit or non-profit, requires management and leadership to ensure that all actions taken are towards the organisational objectives and vision. Similarly, management assists in the implementation and formation of all necessary strategic planning for the success of an organisation (Samosudova, 2017). Charity and non-profit organisations with outstanding leadership can handle difficult situations more easily and readily. Their vision is clear, will have clear outlines to work within, help and direct employees or volunteers in handling difficult situations, and allow the organisation to attain its goals and purpose. Leaders should influence various results, including customer satisfaction, productivity, sales, revenue, and many more (Taylor, Wills and Hoadley, 2019). MCM int'l Ltd is selected for conducting the current investigation because it is known as a non-profit organisation. This organisation helps single mothers, pregnant teenagers and low-income families. In this current dissertation, the investigator aims at grasping the philosophy of management and leadership (Álvarez-González et al., 2017).

1.3 Research Rationale

The primary purpose of conducting the current investigation is to investigate the leadership style and practice. “The leadership practices are modelled out by the volunteers who serve MCM int'l Ltd through applying practices to all business operations appropriately and

systematically (Hammad, Samier and Mohammed, 2020). Nowadays, leadership is more critical for every organisation to enhance their employees' motivation. The present investigation includes the strategies used by non-profit organisations to execute the business (Alrowwad and Abualoush, 2020). This topic is also chosen to determine the impact of leadership within charitable organisations (Ding, Choi and Aoyama, 2019). The current research is needed because it helps determine leadership practices, especially for non-profit organisations (Hallinger and Hosseingholizadeh, 2020). Specific work in these non-profit organisations is completed when the company follows appropriate leadership theory. When companies that have formed strategies of leadership face specific challenges, the leadership strategies will direct and show them how to direct the organisation through the challenges so as not to lose what they stand for, dilute their reason for existing, and uphold the organisation's purpose (Hammad, Samier and Mohammed, 2020). The current investigation aims to find solutions and ways to mitigate and overcome challenges (Cole, 2018) that will direct the volunteers in their process of dealing with challenges and not compromise what the organisation is designed to achieve.

The current research has determined that non-profit organisations use transformational leadership theory, followers and unite the workers beyond their immediate self-interests and ideology. Leadership theory will determine the required change, forming a vision to lead the change by inspiration and influence (Thomas, Trucks and Kouns, 2019). The primary benefit of transformational leadership at the business level is that it assists in creating a greater sense of commitment to the mission of the non-profit (Kim and Peng, 2018). It has a tremendous impact on the business when visibly used leadership skills. The researcher will gain information about the various types of leadership theories and management

1.4 Research Aim and Objectives

The aim is

To evaluate the impact of leadership styles on the productivity level of Non-profit organisation". And the employment of the volunteers in a non-profit organisation. A case study of MCM int'l Ltd.

The study research questions are

- What do you understand by the concept of leadership within a Non-profit organisation?

- What is the importance of hiring volunteers in a Non-profit company?
- What are the benefits of leadership styles in Non-profit organisations?
- What are the challenges faced when implementing leadership styles within Non-profit organisations?

The study research objectives include

- To evaluate the concept of leadership within a Non-profit organisation.
- To analyse the importance of hiring volunteers in Non-profit companies.
- To determine the benefits of leadership styles in Non-profit organisations.
- To examine the challenges faced when implementing leadership styles within Non-profit organisations.

1.5 Research Methodology Outline

There is a requirement to consider specific research methodologies for conducting the present dissertation. Research methodologies hold great significance in the present investigation because they help collect appropriate information so that defined aims, objectives, and questions can be attained (Melnikovas, 2018). The present investigation aims to collect qualitative information from a variety of sources. The qualitative methodology helps collect data that is available in the format of text (Saunders, 2017). In addition, primary and secondary data collection methods are also used to collect information appropriate to the topic, i.e., leadership and management practices in non-profit organisations (Sinha, Clarke and Farquharson, 2018). For the collection of primary information, the researcher focuses on conducting questionnaires. On the other hand, the researcher aimed to gather second-hand data from books, articles, journals, newspapers etc. and presented it in the form of a literature review. This will help in gaining in-depth knowledge about a specific topic.

1.6 Dissertation Arrangement

Chapter 1: Introduction

It is the foremost chapter in conducting the whole investigation. In this chapter, the aims, questions and objectives are mentioned. This chapter also justifies the reasons for choosing the topic.

Chapter 2: Literature review

Literature review is the chapter in which the researcher aims to address every investigation question so that defined aims and objectives can be attained systematically. It considers scholars, books, articles etc.

Chapter 3: Research methodology

Research methodology is the chapter that covers all the necessary methods to collect and analyse information appropriately and systematically.

Chapter 4: Findings

This chapter covers the information's findings through questionnaires, interviews, and secondary information.

Chapter 5: Analysis and Conclusion

This is the section in which the investigator focuses on analysing the reliability and validity of the gathered information in a systematic way (Hechanova, Caringal-Go and Magsaysay, 2018). After this good summary is included in each chapter, the reader can take basic information about the topic.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter will discuss certain aspects of the study in the literature review format. Available literature has been searched and identified related to a specific topic or subject area that needs to be researched. In other words, it has been evaluated that it is a kind of survey that consists of scholarly sources in the context of journals and articles on the topic, which helps the investigator in gathering an overview of current knowledge by identifying relevant theories, methods, and existing gap within the research.

2.2 Leadership for non-profit organisations

It is inaccurate to state that leadership positions only include senior training positions, as leaders can be present in any company position (Daft and Marcic, 2019). Most establishments nowadays position their crucial staff in prominent roles. The very explanation for this orientation is that the staff is expected to contend with the quickly ever-changing destiny in the sector. Leaders within the firm can contend with difficulties and come in front of specific resolutions against them. However, managing directors may not know what to do when they face alteration (Hammad, Samier and Mohammed, 2020). Antonymous to them, leadership people are the ones who set a course for the approaching prognosticate any achievable alteration to come. Apart from the fast alteration within the environment, scientific improvement and the improvement in specialisation also endanger the firm's sustainability. Social control accomplishment alone is not enough to take advantage of groups (Gratton, 2018). Therefore, companies need leaders who would inspire groups within the establishment. On the other hand, some organisations select to engage with lead managers.

Bixler and Springer (2018) illustrate in their study that leaders within the firm are relevant to property and the employees. Effective leadership is equally crucial to the company and the employees. This is because leaders make decisions for employees, which helps them guide towards the betterment of their performance (Akella and Eid, 2018). This is a critical leadership responsibility as it affects the internal and external environment of the company to gain success. Leaders also require commitment and honour from the employees, which, if given, give establishments the success they would like to have. Leaders of non-profit organisations are supposed to have diversified features (Nonnis et al., 2020). Leaders are the

pioneers responsible for taking the firms towards new and advanced horizons by taking opportunities and efficiently guiding the employees. The vision is the one that guides the leaders in an effectual mode (Megheirkouni, 2018).

2.3 Importance of hiring volunteers for non-profit companies

Some organisations have formal procedures for recruiting volunteers within their non-profit organisations, but most organisations do not (Akella and Eid, 2018). Littler and unceremonious self-help groups may not inevitably enlist a man to a particular role or function. They will use volunteers to tend to the business, whether they are particularly suited to that role. However, before the commencement of employment goes ahead, they need to bear in mind that time-honoured serviceman routes are changing, and there is increasing competition amongst organisations for a pool of relative grouping (Nonnis et al., 2020). People present their requirements, skills, and abilities because they want to be sure that their time is of benefit and well spent doing what they are good at, so it's important to have volunteer work well-coordinated and that their efforts will be measured to attain the best of their abilities, not waste their time, and make the organisation achieve its goal (Mekonen et al., 2021).

It is essential to recruit dedicated and talented volunteers to support staff in achieving a company's mission (Garsten and Bruce, 2018). Recruiting volunteers can significantly impact a company. Volunteering for a non-profit is a transparent mode of building volunteers and citizens in a stronger community, so it's essential to have volunteers employed within non-profit organisational activities. Volunteers giving appropriate services also receive the opportunity to help themselves as well. It is well documented that if a person in depression helps others, it most often alleviates that depression and has been known to dispel it (Mekonen et al., 2021). It helps the volunteer learn new skills and hone old skills. Volunteering can be a win-win situation for both the volunteers and the people they serve. In its recruitment efforts, CAA company Very often, a passionate, eager volunteer will come into the situation with fresh eyes. In their eager passion, they fuel the employees towards other possibilities or ideas towards ways of working with people and finding understanding in given situations. (Stefanick, Best-Bertwistle and Race, 2020). It has been identified that even the happiest employee can get bogged down in the work of their employment within the firm, and people who love their day-to-day job can get bored. Hence, volunteering helps the firm enhance the level of interest among the establishment as the activities are not bound to any specific structure. Each person is welcome to give their suggestion to the firm. Non-profit organisations require volunteers to

get specialists or professionals who will work with them without getting anything in return (Garsten and Bruce, 2018). With the help of such volunteers, non-profit organisations can grab their profit margin and reduce their costs as they have professionals who provide technical services to the firm. With the help of volunteers, the firms can raise their funds level for the successful running of the establishment (Abasilim, Gberevbie and Osibanjo, 2019). They also provide services to interact with ety as wand community so that social awareness can be spread broad The organisation's resources are utilised productively without getting anything wasted.

2.4 Benefits of leadership style at non-profit organisations

It has been identified that non-profit management is created by civil lodges and relies on volunteers who utilise their efforts to extenuate social issues (Abasilim, Gberevbie and Osibanjo, 2019). The leaders within these kinds of societies play a vital role in the development of the establishment as they inspire, motivate, and encourage those who make up the firm and work as drivers in society. It has been identified that there are four types of approaches to non-profit leadership. In the retainer, Servant leadership is a way to advance a non-profit social group based on generalising servant ability. It is based on the idea that leaders should serve others before themselves. It requires them to be modest, self-denying, and highly ordained towards the needs and desires of others. It is all about authorising those around the individual and building them up (Garsten and Bruce, 2018). This leadership style can be utilised as an agency for leaders to appoint a comprehensive surrounding where people feel recognised and cared for. The benefits that this kind of leadership style has contributed to non-profit organisations are to keep the firm's focus on its missionary task and never lose sight of the missionary post. (Aboramadan and Dahleez, 2020). A servant person has a genuine interest in other people and will work towards making their job easier. The servant mindset focuses on doing the jobs of others more accessible by removing unnecessary workload. This includes pickings up some of their obligations or providing emotional assistance to those who need them the most. A servant leader knows that everyone has value and worth within the establishment (Asif et al., 2019). They formulate a situation for others where they can accomplish things and grow in confidence and knowledge. They also realise that everyone can supply invaluable support to the firm and will give opportunity and open space for everyone to have a chance to shine.

2.5 Leadership challenges at non-profit organisations

It has been identified that leadership continuously presents changing circumstances for employees with limited capabilities in terms of organisational resources and control over external forces. These challenges are an invitation to rise to another level, test themselves, and improve the process (Asif et al., 2019). Situations that arise from outside their situation but impact the company regardless need to be faced and therefore grow a leader in taking the company through it. External challenges such as public disapproval, the incredibly clueless unfavourable judgment of the group or mission, social issues either within the group or mission are common in the current business environment, and there is a need for individuals who can provide practical solutions and support in such situations (Garsten and Bruce, 2018). Crisis stemming from company programmes, the financial resources present at the company, opposing forces from external entities, inability to persuade, barrier resulting from collaboration with others requires a leader for providing a sense of direction and introduce equilibrium. An effective leader is needed in times of organisational crisis equally by the company and the employees (Vallaster and Von Wallpach, 2018). In the case of non-profit organisations, the requirement for such a type of leader is of utmost importance as the external environment in which such organisations operate is continuously changing. To cope with external challenges, the leader must be proactive, regardless of the situation they find themselves in. In terms of achieving their goal, waiting is often not something a leader wants to do, to just fulfil requirements and tick the correct boxes. They have a vision and want to move on it and make it come to fruition (Garsten and Bruce, 2018). This characteristic can make the group of workers nervous, as they may view their leader's passion as reckless or act without control or boundaries. Leaders are most often very creative and often spontaneous as ideas come through their minds, which they see clearly and will solve issues, but the group cannot read the leader's mind, so they are blind to the outcome a leader can see (Vallaster and Von Wallpach, 2018). It requires adopting specific changes within the working style in which the work has been done or completed within the workplace. By expanding the thoughts' horizon, the leaders can reach a collaborative space under which all the team members are combined to fulfil specified tasks.

Apart from this (Lee, 2017), leaders can deal with specific challenges and seek help to achieve the goal and resolve various difficulties, add components, assert rules, and give access to enable people to do business collaboratively. Retaining the objectivity and mediating the conflict within the firm by not taking anybody's side helps the leaders to resolve a certain

amount of struggle and challenges, as well as create more opportunities to help them work in a combined manner, develop a team within the group, or organisation, and develop and grow them to overcome challenges for themselves.

2.6 Key Theories related to leadership at non-profit organisations

As per the view of Laohakul and Rassameethes (2021), leadership theories have the power to describe which essential practice a human must apply within a business activity for management performance of different people's behaviour evaluation and practical communication application. Contingency theory of leadership can manage multiple conflicts within the identification of business situations; it's a very effective leadership technique mainly for non-profit businesses or organisations where multiple conflicts happen based on activisms from leadership styles and management methods (Garsten and Bruce, 2018). Management of non-profit organisation such who believes in and prefer to provide services with taken few amounts or without amount. Hence, it's essential that this type of organisation highly prefer this approach to managing individual performance towards the business activities (Görgens-Ekermans and Roux, 2021).

According to Rotich (2021), behavioural leadership theory is helpful for the evaluation of performance in business activities, so leaders must resolve their problems and develop decisions based on requirement identification. Within non-profit organisations, this leadership practices have the power to coordinate individuals excellently because it develops instruction for individuals who have different behaviour, so the management requires some motivation tools that are useful for resolving conflicts and managing work efficiency. Also, it guides excellently to resolve conflicts. Görgens-Ekermans and Roux (2021) established the democratic behavioural approach, and this theory is one of the most effective styles or approaches for managing different people's behaviour in more effective ways. Because it always believes and prefers to develop concern on effectively handling every individual behaviour with the best solution expansion.

Goldsby et al. (2021) must develop a diverse approach when hiring new employees. So, management has a duty or responsibility to develop hire concern towards the human resources department activity. When they hire employees, they have to maintain diversity and effective communication to encourage employees toward the non-profit organisation. Because various people consider that non-profit organisations do not provide good salaries and incentives, very few individuals prefer to engage and participate in the non-profit organisation

(Görgens-Ekermans and Roux, 2021). Because multiple times, this type of business gets affected by lack of resources and financial disability issues. In this activity, business management must consider human relationship theory (Saleem, Tahir and Batool, 2021). It helps manage a good relationship with polite communication expansion in the hiring and employee learning process.

Baig and Ndiweni (2021) established that transactional theory or management theory has mainly concern that management team or leaders develop higher consideration and focus on the distribution of essential benefits to employees what they want and when they are not able to fulfil their needs and wants. Based on the author, they are highly concerned that employee management is very complicated when the company is a non-profits organisation. So, it's essential to add to business activities one central theory of leadership is a transactional theory (Saleem, Tahir and Batool, 2021). This theory is valid for developing an excellent structure for employee benefits, the new employee hires process, and from the discussion, then management decides to develop a plan for the solution of employee problems, its beneficial for attracting employee attraction towards with the origination activity.

As per the view Bryson, Crosby and Seo (2022) argued that leadership is one of the most effective skills for management of multiple behaviours of employees for management tasks and efficiency expansion in business activities because the leader has the power to develop motivation and training for performance improvement and long-term attraction development towards with organisation work.

According to O'Boyle, Shilbury and Ferkins (2020), almost every individual theory has prose, and they have fewer corns. So the idea of this term individual organisation if it's non-profit or profitable their management must involve different readership theories like grand man theory which helps develop confidence in individuals towards the excellently performing their task, situational leadership includes where leader develop variation in their behaviour for risk management. Resolution of conflicts and many more theories has the power to resolve conflicts and are beneficial for managing substantiality in business practices for long term growth.

According to Thebo et al. (2021), managing management and leadership within a non-profit organisation is critical. It requires unique and practical skills, training, leading, motivation, and more for successful goal achievement. Therefore, the management of influential leadership theories defiantly provide helps and focuses on the management of long-term sustainability within non-profit businesses. Transformational leadership or relationship theory refers to developing variation in leadership styles on a situational basis (Saleem, Tahir

and Batool, 2021). The utilisation of this leadership style has the power to develop new opportunities for social behaviour identification.

2.7 Skills and Strategies for leadership at non-profit organisations

Desai and DeArmond (2021) establish that multiple skills and strategies have the power to manage long term effectiveness in a non-profit organisation. Skills and strategies require strategic planning, problem-solving, delegation, excellent and effective communication, etc. Developing skills in a non-profit business can develop and produce new leaders and practical workers who can manage various tasks (Saleem, Tahir and Batool, 2021). Management has significant duty to involve experts who have the power to develop skills in employees, so they develop higher consideration and focus towards with the become a good position in a non-profit organisation as leaders, which is very beneficial for business performance (Islam et al., 2019).

As per Delshab et al. (2021), non-profit organisations mainly prepare to manage cultural activities with the distribution of benefits. Also, where people work for the social environment effectiveness, this type of business management has a duty to leaders to perform tasks. Because the government mainly develops this type of organisation, and when their management department does not develop more profound concern on the distribution of work and provide work to any individual without evaluating their skills and project completion strategy (Islam et al., 2019). So, then it badly impacts or affects the performance of the non-profit organisation. Individual leaders have primary duty to develop some essential skills like communication, problem-solving, and decision-making.

According to Haque (2021), the involvement of new people in business requires skills and strategies. Without efficiency, expansion in new volunteer involvement in business impacts growth and new opportunity expansion in business. Skills for new employee hiring are not more accessible. It requires strategic approaches like planning which candidate has the power to manage the various task within a non-profit organisation, experience analysis or evaluation and many more.

2.8 Impact of leadership and management on non-profit organisations

According to Hazzaa, Oja and Kim (2022), leaders for the benefit and non-benefit associations are liable for dynamics connected with the making of vital plans which guide future activities of the organisation. The obligation of system arrangement should build the uneasiness among pioneers in both for benefit and non-benefit to take reasonable decisions for the organisation so the business can succeed. The assigning liabilities and jobs to two unique representatives are finished by pioneers, which expands the significance of pioneers, decreasing this reluctance during the direction and designation of exercises and systems (Islam et al., 2019).

Potluka Svecova and Zarubova (2022) said that change in the initiative in many organisations depends on the progress of business execution. Be that as it may, one of the massive jobs of the initiative is to rouse and prepare staff to foster traditional techniques and imagine their staff individuals to embrace their game plan with their equivalent concepts. The incapability of pioneers could bring about tremendous results (Le and Tuamsuk, 2021). Without this approach from a pioneer, it could bring about the deficiency of the association by and large or essentially goal the association to lose any energy and never satisfy its motivation concerning why it began in any case (Islam et al., 2019). There is enormous importance for the leadership in non-profits and ensure them for unique associated with leadership in the non-profit sector. This could be the primary difference between non-profit leadership, and that takes both paid and non-paid people to complete the mission (Le and Tuamsuk, 2021). While most the non-profit organisations and most of them are governmental organisations that, could engage with people initially through having employment and lead them with non-profit engage their people through having voluntarism.

Richard (2022) said that it is mistaken to express that administrative role just incorporate senior preparation positions as pioneers can be available in any organisation. Most the foundations these days position their vital staff inconspicuous roles. The very clarification for this direction is that the staff is relied upon to fight with the rapidly consistently changing fate in the area. Pioneers inside the firm can battle challenges and come before a specific goal against them (Le and Tuamsuk, 2021). Be that as it may, overseeing chief may not know how to treat they face change. Antonymous to them, administration individuals are the ones who set out to arrive at the oncoming and anticipate any possible change to come. Aside from the quick and rapid adjustment to the climate, logical and specialisation improvement likewise imperil

the firm's manageability (Oliveira and Pinheiro, 2021). Social control achievement all alone isn't to the point of exploiting gatherings. Accordingly, organisations need pioneers who might motivate bunches inside the foundation.

2.9 Research Gap

The present study highly focuses on the leadership and management in the non-profit organisation over the hiring of volunteers to find implications over the management and leadership has been done so that the final goals of the study can be achieved in the best possible manner (Jones et al., 2017). However, a limited amount of data has been available in this specific topic context and hence requires a lot of research on the selected subject. In previous studies, it has been identified that there was a lot of amounts of data had been presented about the role of leaders and managers within an organisation or their leadership and management styles that effectively helps the firm to run their business in the most effectual ways (Yin and Chen, 2019). Hence, to cover the particular investigation gap, the chapter has been included, namely a literature review, which effectively answers diversified questions that come within the scholar's mind when investigating this specific theme (Oliveira and Pinheiro 2021). Therefore, the researcher tries their best to bridge the gap in the study in the highest possible mode.

2.10 Literature Review Summary

From the above information that has been involved in the literature review chapter, it has been found that leadership and management skills are highly influential within an organisation and a non-profit establishment. The leaders are the one who plays a vital role within an organisation, whether it is an NGO. The company cannot run in appropriate ways to achieve the social goal for which the company has been established. Leaders are not the only person who works within the company; apart from this, various volunteers work intentionally to better the establishment, community, and society. Hence, both leaders and volunteers are significant to running any business, especially a non-profit organisation, highly efficient.

In the above literature review, the benefits of volunteers and the leadership styles also have been discussed that can be got by the non-profit firms. Some benefits that the firm has grabbed The leadership style also affects the firm's functioning and benefits the leaders as they can boost the morale of the followers by combining their mission and vision. Although, they

also face particular challenges while handling specific tasks among their team members when implementing their specific style.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the chapter that covers all the necessary methods to collect and analyse information in an appropriate and systematic way

3.2 Research Philosophy

The research philosophy chosen for the current research is Interpretivism instead of positivism in research philosophy. Interpretivism research philosophy is defined as the concept based on the principle that the investigator conducts the observation and plays a specific role in the social world (Al-Ababneh, 2020). This is a type of research philosophy that is based and depends upon the interest of the investigator. Interpretivism is considered the qualitative research methodology that mainly focuses on the individual belief and motivation to describe the social phenomena and culture (Kumar, 2018). The reason behind choosing this research philosophy is such that it focuses on the subjective experience of the people and how it can construct the social world by simply sharing their meanings and interacting among themselves so that the relationship can be created between the researchers and the people (Pandey and Pandey, 2021). The reason behind not choosing positivism in research philosophy is that it believes in the inferences and conclusions of the objectives that can be reached if the investigator is performing the observation on the objectives that are not regarded in the form of emotions. Human behaviour naturally comes from emotional responses, and positivism motivates researchers to disregard human emotion and behaviour (Kumar, 2018). Therefore, this cannot be guaranteed that this can always occur at the time of studies. Another reason for not choosing the positivism research philosophy is the inflexibility of this type of research philosophy.

3.3 Research Approach

The chosen approach for the current research is the inductive research approach. It is defined as the method or procedure that helps in the specific observations and measurement and the detection of patterns and regularities of the data collected. It can formulate some tentative hypotheses that support the exploration of the finding the end of developing

conclusions or theories related to the topic and research (Song and et al., 2021). The reason behind choosing this type of research approach is that it is based on the grounded theory, which helps in providing flexibility and attends closely to the context of the research topic and further helps in the relation of the new theory (Kumar, 2018). Moreover, it helps predict what can happen in the future and establish the possibility to encounter any risk associated with the research (Ngozwana, 2018).

3.4 Research Strategy

The two primary forms of the research choices that are mainly utilised and applied by the investigators and research within and while undertaking a study involve quantitative and qualitative research choices (Wang, 2022). Further, an implication and review can be made that the qualitative research choice of the method is comprised and includes gathering non-numerical information on the study topic and in quantitative research choice, numerical data or information is gathered which is more accessible to the collector to analyse (Kumar, 2018). Further, it has also been seen and analysed that the use of the quantitative nature of study comprises the working on a large sample of participants, and the information can be objectively measured numerically. According to the nature of this investigation based on the leadership and management in the non-profit organisation, a case study of the hiring of volunteer's implications of leadership and management within the NONP making use of the qualitative nature of the study is more suitable and appropriate (Song and et al., 2021). The main reason and justification behind applying and making of the choosing the qualitative data and research method for the current investigation are since it is grounded in and parallel with the use of the interpretive as well as also tends to support and bring the subjective perspective that is considered as rich data and supports a more in-depth and detailed review of the selected topics (Joseph and Gupta, 2021).

3.5 Research Design

Making selection and choice of the research design forms a vital part as the selected research design tends to allow the researcher to utilise the data collection method more suitably and effectively to set up their studies effectively as well as successfully meet the set objectives and aims (Song et al., 2021). Four main types of research design comprise and include the Descriptive, Correlational, Causal-Comparative/Quasi-Experimental, and Experimental

Research forms of the research design. Out of these selected types of the research design, the making use and application of the descriptive nature of the research design are most suitable and appropriate for the current topic based on the leadership and management in non-profit organisations, a case study of the hiring of volunteers implications of leadership and management within the NONP (Foxall, 2022). The reason and justification for the choice of the descriptive nature of the research design are that it supports a clear and better implication and analysis of the current situation and phenomena to research an improved result (Davidavičienė, 2018).

Apart from this, descriptive research tends to support the use of the qualitative nature of the research method by ensuring data collection detailed and theoretical manner to have a better understanding. By the nature of the current topic, the use of interview would be made for data collection, which is defined as a type of Data collection method in which there are several questions are asked to an individual, and they give their opinion in terms of the questions (Nayak and Singh, 2021). In the end, all the questions and answers are reviewed. The proper data analysis and interpretation are being made from the individual opinion regarding each question asked to the person (Ragab and Arisha, 2018). The reason behind choosing the interview studies in the current research is that it helps in providing the flexibility to the interview to provide instant feedback and cross-questioning to the individual so that the index detailing information can be acquired from the current research undertaken.

Moreover, the interviewer receives a better response rate to the questions. The people who cannot read and write can also answer the questions buyers simply explaining them in their way of communication (Mohajan, 2018). This is because it is the face-to-face method of Data collection from individuals in which language and communication cannot be the barrier (Davidavičienė, 2018). If an individual does not understand the question, they can easily ask the interviewer about it and answer on their own as per their opinion. The interview is a healthy ability and the right to judge the nonverbal behaviour of the respondent in the form of symbols or actions performed by the individual, which are also recorded for the data interpretation for the final visits (Nayak and Singh, 2021). It is decided by the interviewer what place and what time would be suitable for the interview session, which can be suitable for the environment and the individuals as well, and it can be communicated through emails or any other source of communication as per the suitability of the participants and the interviewer (Newman and Gough, 2020).

3.6 Sampling

The current research has chosen the purposive of sampling qualitative research. It is also known as active sampling, which is defined as the sampling technique that qualitative researchers use to recruit the participants, which can help in delivering. It provides the non-probability sample, which is With current study use of the Convenience form of the sampling has been made that is a type of non-probability sampling that tend to comprise and involves the sample being drawn from only that part and portion of the total population that tends to be close to hand (Sirswal, 2022). Further, concerning the current investigation, a sample size of 8 participants has been selected from the employees and volunteers working within the non-profit organisation of Australia with the help of a convenient form of sampling.

3.7 Data Analysis

The researcher used Thematic Analysis Technique to analyse the data collected from the participants during the interview process. Initially, the researcher transcribes and proofreads all the interview-related data collected from the participants' side. The researcher starts by setting different critical themes related to the study objectives for the dissertation. Afterwards, the researcher analyses different vital codes and sub-themes existing for each study's key theme to organise the findings. Mohajan (2018) appreciates Thematic Analysis Technique to allow the researcher to categorise the rich and complex data positively for extracting valuable meaning. Sirswal (2022) also appreciates Thematic Analysis Technique for qualitative research, allowing the researcher to accomplish the study aim and objectives positively.

3.8 Research Ethics

It has been analysed that while undertaking an investigation in which the human participants are involved, it becomes more vital and essential to ensure meeting all set ethical principles that tend to comprise and includes the honesty, openness, confidentiality, integrity, responsible publication, authenticity, objectivity and more (Mohajan, 2018). Besides this, it has also been seen and observed that during the undertaking of the current study, use of the secondary information has also been made that comprises the review of the viewpoints of the many researchers; thus, it tends to become more critical and vital to conduct and undertake current research and investigation in a more improved and effective manner based on

maintaining the authenticity to effectively address the current aim and objectives (Sirswal, 2022). Therefore, it tends to become essential and more vital to have effective undertaken and maintain the ethics within the current study based on considering the reliability of the collected data and facts along with ensuring and meeting the proper authentication of all the sources used and applied together with the effective summarising and review of the information in a more specific manner (Foxall, 2022). Further, the current study uses the BERA code of ethics. The data protection act has also been made to ensure and meet all the collected data (Joseph and Gupta, 2021).

3.8 Research Limitations

Cost: Cost is the limitation within research as the budget was the issue and within the given budget, which was a tough job for the researcher. In the research process, various activities are added to the research, such as data collection, data analysis, and many others. All these aspects need cost, which is one of the significant limitations seen within the research.

Time: Time is regarded as one of the significant dimensions related to executing the research on a timely basis. In this research, Gantt charts were used to mitigate the issue of time. This is an issue to complete the research on a timely basis and execute all the activities.

3.9 Research Methodology Summary

Question number	Linked to the section	References
Role of leadership and management within a non-profit organisation.	The researcher has chosen a qualitative research methodology to align the research appropriate to attain this objectively.	Bratton, J. ed., 2020. <i>Organisational leadership</i> . Sage. Boyd, B., Henning, N., Reyna, E., Wang, D.E., Welch, M.D. and Hoffman, A., 2017. <i>Hybrid organisations: new business models for environmental leadership</i> . Routledge.
Impact of different leadership and management styles on non-	To attain this research question, secondary data collection	Megheirkouni, M., 2017. Leadership styles and

<p>profit organisation and its performance while serving society.</p>	<p>sources are used to gather in-depth information related to the research. With the help of a literature review, appropriate data can be collected within research, which would help gather important research information.</p>	<p>organisational learning in UK for-profit and non-profit sports organisations. <i>International Journal of Organizational Analysis</i>. Yasir, M., Imran, R., Irshad, M.K., Mohamad, N.A. and Khan, M.M., 2016. Leadership styles about employees' trust and organisational change capacity: Evidence from non-profit organisations. <i>Sage Open</i>, 6(4), p.2158244016675396.</p>
<p>Theories that are involved in the leadership and management areas so what can be used in the non-profit organisation</p>	<p>The researcher has chosen secondary data and inductive research methodology to achieve this research objective. Using the same researcher gets an edge to acquire overall research objectives.</p>	<p>Burke, W.W., 2017. <i>Organisation change: Theory and practice</i>. Sage publications. Megheirkouni, M., 2017. Leadership styles and organisational learning in UK for-profit and non-profit sports organisations. <i>International Journal of Organizational Analysis</i>.</p>

CHAPTER 4: DISCUSSION

4.1 Introduction

This chapter informs about the key findings obtained by the researcher after conducting interviews with the study participants. The researcher used the Thematic Analysis Technique to analyse the data collected from the participants during the interview process. Initially, the researcher transcribes and proofreads all the interview-related data collected from the participants' side. The researcher starts by setting different critical themes related to the study objectives for the dissertation. Afterwards, the researcher analyses key codes and sub-themes for each study's key theme to organise the findings. It is necessary to mention that the data coming from a single participant had been excluded from the findings. The data from the participants in a recurrent manner has been selected and showcased in this chapter.

4.2 Key Theme 1: Significance of hiring volunteers in Non-Profit Organisations

Key Theme	Sub-Theme	Key Codes
Significance of hiring volunteers in Non-Profit Organisations	Better productivity	Working alongside staff
		Suitable tasks delegation
		Effective resources utilisation
		Word of mouth marketing
	Broad Engagement	The purposeful leadership development pipeline
		Effective coordination
		Agreement over the vision
		Team diversification
	Improved financial performance	Financial support from volunteers
		Peer-to-peer fundraising projects
Volunteer-lead community rallies		

		Relationship between volunteers and donors
	Better community support	New project ideas
		Better relationship building with the community
		Reaching out and benefitting the disadvantaged community
		Cost-saving in the project implementation

Table 1: Key Theme 1 (Self-Created)

Based on central theme 1, the hiring of volunteers carries high importance for non-profit organisations. One of the critical reasons for the same is that the volunteers support the NGOs in delivering better productivity. For instance, participant 1 provides a rationale for the same

“The reason is that the NGOs could allocate tasks effectively amongst the wide range of volunteers working in coordination with the staff members to deliver better or desired productivity.”

Consistent with Akella and Eid's (2018) findings, it contributes to effective task delegation and allows the NGOs to accomplish the targeted objectives positively. Due to efficient resource utilisation, it becomes possible for NGOs to achieve better productivity and performance, leading to the targeted results delivery (Nonnis et al., 2020). Due to the large number of volunteers working at NGOs, it is undoubtedly possible for the NGOs to promote organisational vision and performance within the community to generate more funds. For instance, a participant said in this regard that

“The volunteers could prove to be effective for NGOs in gaining financial support from a personal level and the social circle.”

This approach complements Mekonen et al.'s (2021) findings. This tends to positively benefit the NGOs in supporting and sustaining the relationship between volunteers and donors, allowing them to maintain their steady financial stream. For the same reason, NGOs could also consider conducting volunteer-led community rallies to create awareness amongst the targeted donors to receive better financial funding.

As the individuals voluntarily join the NGOs, they agree to the Ngo's vision and are motivated to deliver the desired value or support to the organisation. Participant 3 appreciate the same approach mentioning

“It supports NGOs in developing a purposeful leadership development pipeline so that they do not face any talent shortage issues in the future”

Garsten and Bruce (2018) validate the statement stating that the effective coordination from the volunteers' side also supports the NGOs in effectively allocating tasks, leading to the targeted results delivery. The volunteers in an NGO come from different cultures but have a single vision; therefore, NGOs can embrace and manage diversity in the workplace (Mekonen et al., 2021). It supports them in improving their creativity and innovation level to bring better ideas for supporting the targeted community. NGOs can bring better initiatives or actions by taking support from volunteers. Still, they can also build better relations with them by reaching out to the deserving community to support them effectively (Stefanick, Best-Bertwistle and Race, 2020). It also supports the NGO in saving many costs and driving their purpose more effectively.

4.3 Key Theme 2: Benefits of Effective Leadership in Non-Profit Organisations

Key Theme	Sub-Theme	Key Codes
Benefits of Effective Leadership in Non-Profit Organisations	Effective resource management	Suitable coordination with the team members
		Focus in the right direction
		Attaining the targeted positive results
		Open communication
	Organisational growth	Effective support delivery
		Proper relations with donor
		Creating a sense of satisfaction amongst the team members
		Increased organisational revenues
		Regular new projects

	Effective change management	Team involvement in new projects
		Managing changes suitably at the workplace
		Achieving the organisational vision
	Employee performance delivery	Empathy towards the employee
		Employee satisfaction and motivation
		Improved productivity
		Achieving the targeted objectives

Table 2: Key Theme 2 (Self-Created)

As per Key theme 2, effective leadership creates a wide range of practical benefits for non-profit organisations. For instance, participant 2 mentioned that

“The effective leadership allow the NGOs to utilise their resources effectively by setting proper coordination with the team members.”

Moreover, the leadership's open communication with the team members supports arranging and managing the entire workforce on the same platform (Garsten and Bruce, 2018). When the same set of information is available to all the team members at NGO, it becomes possible for them to offer a suitable set of ideas, creativity, and innovation, allowing the NGO to deliver better productivity. The tasks delegation-level at NGO is improved positively as well with the effective leadership offering clear target to the team members for exerting their efforts to bring the desired benefit for the NGO (Abasilim, Gberevbie and Osibanjo, 2019). Participant 4 was convinced by the same findings add that

“It also contributes positively towards organisational growth because all the resources are utilised effectively, allowing the NGO to achieve the targeted benefits.”

Ertas (2019) appreciate the same approach stating that effective leadership also supports the NGO in developing and maintaining a proper relationship with donors. The NGO can receive steady financial support to execute its activities positively as per its vision. It also creates a sense of satisfaction amongst the team members motivating them to exert their efforts in a positive direction leading to an increase in the revenues for the NGO.

The leadership plays a crucial role in undertaking and managing new projects and changes within the NGO's purpose. NGOs must ensure the successful completion of these

projects; otherwise, they experience a loss of finance and a diversion from their purpose. Therefore, practical projects and change management are necessary for NGOs (Aboramadan and Dahleez, 2020). Participant 3 presented a perspective here that

“The change management is even more challenging for NGOs because it may involve resistance from the employee side.”

However, Asif et al. (2019) state that effective leadership at NGO supports positively managing this issue by managing the project and changes effectively. It becomes possible through effective leadership as he carries out open communication with the staff workers and delegates tasks suitably amongst them to gain support from their side to accomplish the targeted objectives. Effective leadership also plays a crucial role in NGOs improving employee or staff worker performance. The rationale is that practical leadership showcases empathy toward the staff worker and makes an effort to satisfy them (Vallaster and Von Wallpach, 2018). Resultantly, the motivation level of the team members is improved as well benefitting the NGO with better productivity and performance delivery allowing the NGO to accomplish the targeted objectives.

4.4 Key Theme 3: Challenges faced by leadership at Non-Profit Organisations

Key Theme	Sub-Theme	Key Codes
Challenges faced by leadership at Non-Profit Organisations	Alignment of mission, methods, and resources	Limited resources
		Suitable methods adoption
		Perception difference
		Setting a single platform
	Gaining trust	Volunteers support
		Supporting the community
		Keeping donors satisfied
		Balancing individual interest with common good
	Capitalising opportunities linked with diversity	Huge workforce
		Volunteers diversity
		Overcoming the cultural challenges

		Building focus in the right direction
	Operations management	Fundraising
		Retaining the employees
		Maintaining partnership
		Encouraging the board for effective service delivery

Table 3: Key Theme 3 (Self-Created)

As per central theme 3, multiple challenges are experienced by the leadership at non-profit organisations. One of the critical challenges existing is to create a suitable alignment between the NGO vision, methods, and resources. Participant 4 said here that

“The Non-profit organisations often operate with limited resources; therefore, it is not always possible for them to practice all the ideas or initiatives effectively.”

Vallaster and Von Wallpach's (2018) findings complement the statement mentioning that NGOs need to develop a systematic and practical method that allows them to utilise their resources effectively to accomplish the targeted objectives. However, it is not always simple for the leadership because the staff workers or donors involved with the NGO might be carrying different perceptions making it challenging to agree on a single method at the same platform to utilise the resources efficiently to accomplish the targeted objective (Lee, 2017). Participant 2 agreed to the same, mentioning that

“The leadership at the non-profit organisations also experience the challenge of gaining trust from the relevant stakeholders.”

For the same reason, Garsten and Bruce (2018) mentioned that the trust is the crucial aspect existing for the leadership to gain practical support from the donors' side and volunteers to accomplish the targeted objectives

Moreover, the leadership must carry out timely decision-making related to effective ventures to benefit the targeted community. The targeted community members might create resistance in this regard as they might be interested in some other venture that might not be possible feasible, affecting the NGO's reputation (Görgens-Ekermans and Roux, 2021). Therefore, the leadership must maintain a proper balance between the individual interest and the common good.

The leadership often works with many volunteers agreeing on a vision to benefit the NGO. For instance, participant 1 said here that

“Most of these volunteers come from different cultural backgrounds compelling the NGOs to embrace and foster diversity at the workplace.”

These findings align with Görgens-Ekermans and Roux's (2021) results. The leadership experience a challenge here by which the leadership needs to capitalise on the diversity opportunity amongst the volunteers for gaining decent creativity and innovation from their side. Moreover, the leadership might also experience cultural clashes amongst the volunteers that might affect the productivity or performance of NGOs. The leadership needs to manage it effectively to maintain operational stability (Saleem, Tahir and Batool, 2021). The leadership need to ensure developing and maintaining a true partnership with all the stakeholders at NGO, including volunteers and donors, allowing NGO to accomplish the targeted objectives.

4.5 Chapter Summary

Overall, volunteer hiring benefits the NGOs in multiple aspects, including better productivity, broad engagement, improved financial performance, and better community support. Effective leadership benefits the NGO in multiple aspects, including adequate resource management, organisational growth, effective change management, and employee performance delivery. However, the leadership at NGOs needs to adopt suitable strategies for overcoming multiple challenges experienced by them, including alignment of mission, methods, and resources, gaining trust from the stakeholders, capitalising on opportunities linked with volunteers' diversity, and operations management.

CHAPTER 5: DISCUSSION

5.1 Chapter Introduction

This chapter carries out a discussion related to the data collected by the researcher. The researcher discusses this study by integrating the study findings with the literature review to collect maximum value from the study findings. All the study discussions had been carried out concerning the study's key objectives.

5.2 Discussion

5.2.1 Key Objective 1: To analyse the importance of hiring volunteers in Non-profit company

Related to crucial objective 1, non-profit organisations must hire voluntary at the workplace. The rationale for the same is that voluntary hiring delivers a wide range of benefits to non-profit organisations. For instance, the study findings reveal the benefit of better productivity. Daft and Marcic's (2019) findings are consistent here, informing that the hiring of volunteers increases the overall employee strength or workforce of the non-profit organisation. Due to the same reason, it becomes possible for the non-profit organisation to delegate the tasks effectively amongst the team members to attain and sustain the best possible results. Hammad, Samier and Mohammed (2020) validate the same benefit by using Belbin Team Roles. All the tasks available to the non-profit organisation are distributed amongst the team members as per their expertise for gaining maximum productivity and performance from their side. However, Gratton (2018) raises a concern here that if the level of coordination and collaboration amongst the volunteers within the non-profit organisation is not adequate, then the organisation shall not be able to accomplish the targeted objectives. Given the same consideration, Bixler and Springer (2018) recommend that non-profit organisations use the Tuckman Team Development Model passing through the stages of forming, storming, norming, performing, and adjourning. The usage of this model by the leadership at the non-profit organisation shall support the development of strong teams. They shall exert their efforts in the right direction for gaining and sustaining the targeted objectives positively. Akella and

Eid's (2018) findings are coherent here by which effective coordination shall be generated amongst the team members by ensuring proper engagement within them. It shall be supportive for the leadership then to bring and arrange all the team members at the same platform from where they could exert their efforts in the right direction to accomplish the targeted objectives.

It is imperative to mention that the volunteer hiring shall not only support the non-profit organisation in improving their operational efficiency or effectiveness. Instead, the same approach shall also benefit them in improving their financial capability. For instance, Nonnis et al. (2020) argue that the non-profit organisation could use a high volunteer workforce to engage in peer-to-peer fundraising projects. It allows them to collect maximum financial fundraising from the interested parties across the region. Megheirkouni's (2018) findings validate the same, mentioning that the volunteers also support a non-profit organisation in conducting community rallies through which they can share their message to the maximum targeted audience. It supports them in receiving a better response from the donors' side (Akella and Eid, 2018). Moreover, the relationship between the donor and volunteers is also improved positively.

Apart from contributing to the current operational and financial efficiency, the non-profit organisation plays a crucial role in maximising the effectiveness of the non-profit organisation in offering the necessary support to the community. Consistent with the study findings here, Akella and Eid (2018) argue that the volunteers hiring support the non-profit organisation in generating new project ideas using which they can support the community effectively. Here, the study findings reflect that the relationship between the community and non-profit organisations is improved. Nonnis et al. (2020) findings validate the same, informing that volunteers reach out to the disadvantaged community directly and regularly. Therefore, they can understand their issues, problems, and potential solutions effectively and timely. Due to the same reason, the non-profit organisation offers maximum timely support to the disadvantaged community for gaining decent and positive feedback from their side (Garsten and Bruce, 2018). The study findings here also highlight the benefit of cost-saving in this regard. Mekonen et al. (2021) agree with the same informing that the number of volunteers in the non-profit organisation is high; therefore, they carry out a maximum of the non-technical tasks themselves without requiring external assistance. Due to the same reason, the non-profit organisation completes the allocated work with minimum resources to offer maximum positive support to the disadvantaged community.

5.2.2 Key Objective 2: To determine the benefits of leadership styles in Non-profit organisation

Leadership plays a vital role in the success of an organisation in the business market. Garsten and Bruce (2018) agree with the same, mentioning that the leadership is responsible for arranging and managing all the organisational resources on the same platform. It allows the leadership to exert their efforts in the right direction to attain and sustain the targeted objectives. The study findings also emphasise the significance of an effective leadership style for the non-profit organisation (Mekonen et al., 2021). For instance, the study findings suggest effective coordination by the leadership with the team members after displaying a suitable style and approach at the workplace. Stefanick, Best-Bertwistle and Race's (2020) findings validate the same, mentioning that effective leadership comes with the critical requirement of open communication as a part of Transformational Leadership Theory. As per the view of Omondi-Ochieng (2021), almost every leadership theory transformational, behavioural, situational, trait, a great man and many more others, has Leadership is all above refers to defining a combination of various skills for management tasks with proper evaluation and identification of essential business factors that have the power to control employee retention activity (Garsten and Bruce, 2018). Now, when all the information is shared clearly by the leader with the team members, they exert their efforts in the right direction. Due to the same reason, the overall impact of their effort is increased massively, enhancing their success chance for them. Otherwise, consistent with the Abasilim, Gberevbie and Osibanjo (2019) findings, the non-profit organisation might not be able to receive decent productivity from the team members due to high conflict and similar issues affecting the overall productivity of the non-profit organisation.

Effective leadership plays a vital role in the success of the non-profit organisation. Stefanick, Best-Bertwistle and Race's (2020) findings are aligned here, mentioning that effective leadership ensure complete support delivery from their side to the disadvantaged community. Therefore, the level of satisfaction of the disadvantaged community is improved positively. It helps the non-profit organisation gain more word of mouth marketing from the respective community and relevant stakeholders (Abasilim, Gberevbie and Osibanjo, 2019). It also supports the non-profit organisation in improving its relationship with donors. Ertas (2019) agree with the same informing that the donors shall be satisfied after listening that their donations or resources are being used for the proper purpose at the right time. However, Abasilim, Gberevbie, and Osibanjo's (2019) findings conflict here, suggesting an improvement

in the satisfaction level of the team members as their efforts or contribution is being recognised and appreciated. Regardless of the benefit type, the benefit of improved team or donor satisfaction is undoubtedly available to the non-profit organisation using effective leadership. Therefore, the non-profit organisation can use the same opportunity to positively enhance their financial and operating revenues, leading to the generation of targeted objectives (Abasilim, Gberevbie and Osibanjo, 2019).

The non-profit organisation is responsible for carrying out frequent projects at the workplace. These projects are focused on supporting the disadvantaged community. The success of these projects affects the satisfaction level of the donors and team members, mainly in non-profit organisations (Asif et al., 2019). Now, the study findings reflect that effective leadership at the non-profit organisation can manage different changes efficiently in the projects. It is pretty understandable because Abasilim, Gberevbie and Osibanjo (2019) highlight the Transformational nature of effective leadership. He ensures sharing clear and complete objectives with all the team members to exert their input in the right direction. It supports the non-profit organisation in arranging and managing the interest and focus of all the team members on the same platform. Thus, the chance of the organisation to effectively organise and manage the changes in the workplace is improved positively (Garsten and Bruce, 2018). It benefits the non-profit organisation in spending fewer resources compared to the benefits or profits achieved by them due to effective change management. However, Garsten and Bruce (2018) raise a concern that the leadership at the non-profit organisation must not attempt to bring change directly or rapidly at the workplace. Instead, the leadership must ensure a systematic procedure like Kotter's 8-step process in this regard. Asif et al. (2019) agree that it shall benefit the leadership in arranging and managing the complete support from the team members to accomplish and sustain the targeted objectives.

Another critical benefit existing for the non-profit organisation with effective leadership is ensuring a solid boost within the performance delivery by the employee. Garsten and Bruce's (2018) findings validate the emphatic approach to effective leadership at the non-profit organisation. Saleem, Tahir and Batool (2021) established that leadership and management effectiveness is critical for long term sustainability expansion in non-profit business. A significant reason for this term is leadership within management activity mainly applied by application and consideration new leadership applications based on business environment identification (Asif et al., 2019). As per this approach, the leadership carries out regular and positive communication with the team members to understand their problem and

resolve it up to the maximum possible extent. It supports improving the perspective and relationship between the team member and leadership up to the maximum extent (Vallaster and Von Wallpach, 2018). Thus, it motivates the team members to deliver desired productivity or performance to the non-profit organisation, allowing them to accomplish and sustain the targeted objectives positively.

5.2.3 Key Objective 3: To examine the challenges faced at a time of implementing leadership styles within a Non-profit organisation

Related to critical objective 3, multiple challenges are experienced by the leadership at non-profit organisations. One of the critical challenges existing is to create a suitable alignment between the NGO vision, methods, and resources. Vallaster and Von Wallpach's (2018) findings validate the same, mentioning that non-profit organisations often operate with a limited number of resources. Due to the same resource limitation, it becomes difficult for the leadership to display similar behaviour to all the team members and receive similar support from their side (Garsten and Bruce, 2018). Henceforth, it assists the firm with upgrading the degree of interest among the foundation as the exercises are not bound to a particular design and every individual is invited to give their idea to the firm (Oliveira et al., 2021). With the assistance of resources, the organizations fail to arrange and manage all the necessary human resources or volunteers on the same platform leading to the disastrous results delivery. They likewise offer types of assistance to communicate with the public and the local area so friendly mindfulness can be spread in a more extensive setting (Vallaster and Von Wallpach, 2018). The association's assets are likewise used in a viable manner without getting anything wasted.

The leadership at a non-profit organisation deals with a wide range of stakeholders. For instance, donors, disadvantaged communities, volunteers, and others are the key stakeholders existing in the case of non-profit organisations (Lee, 2017). The workplace leadership must generate and sustain a strong relationship of trust with all these stakeholders; otherwise, they might be unable to achieve the targeted objectives. Laohakul and Rassameethes's (2021) findings validate the same, highlighting the issue or challenge for the leadership to maintain a strong balance between the relevant stakeholder's expectations to attain the targeted objective; otherwise, they might fail to receive desired positive results. Al-Khrabsheh, (2018) said that another reason for using the high relationship with having various leadership styles exists with no clear goals within the organization. As organization leaders also allow for working together with their employees and seem to work with support from the leaders (Garsten and Bruce,

2018). Wilful labourers carry a new point of view to the organization, which can uphold improvement in everyday activities and add to hierarchical achievement.

Non-profit organisations often operate with a broad purpose and scope for supporting disadvantaged communities. It means that they are not liable for discriminating between the colour, caste, ethnicity, and other aspects to support the disadvantaged part of the community (Görgens-Ekermans and Roux, 2021). To manage the same issue effectively, the leadership at the non-profit organisations had to hire employees from different social backgrounds carrying different work experiences (Goldsby et al., 2021). In such cases, a conflict might be raised amongst the team members or with the leadership related to the cultural diversity of the employees. Rotich's (2021) findings confirm that such conflicts could create a performance or operational productivity. For the same reason, Garsten and Bruce (2018) recommend that non-profit organisational leadership develop and sustain strong capabilities of managing workplace diversity effectively, leading to targeted positive results.

The study findings also highlight that different operational management issues exist for the leadership at the non-profit organisations. For instance, they had to raise funds regularly and maintain a solid partnership with the relevant stakeholders to deliver the services suitably (Goldsby et al., 2021). Given the same consideration, effective leadership at non-profit organisations need to ensure strong collaboration with all these relevant stakeholders to attain and sustain the best possible result (Saleem, Tahir and Batool, 2021). Otherwise, it might become difficult for them to deliver desired or suitable productivity level as per the requirement. It shall affect the overall performance of the non-profit organisation negatively.

5.3 Conclusion

Overall, this chapter carried out a discussion related to the critical objectives of the study. The chapter integrated the research findings with the literature review data to accumulate complete information related to the research study objectives.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Chapter Introduction

Overall, this chapter concludes the entire findings of the research study. It also offers suitable recommendations to the relevant stakeholders of the research to ensure effective leadership for non-profit organisations.

6.2 Conclusion

The volunteers hiring carries high importance for the non-profit organisations. The reason is that the volunteers support the non-profit organisations in improving their productivity to the maximum extent. The proper task delegation and sufficient resources are the key benefits existing for the same productivity increase. Moreover, the volunteers hiring could increase the level of engagement between the team members as well (Saleem, Tahir and Batool, 2021). The reason is that the volunteers often join non-profit organisations for gaining intrinsic benefits instead of irrelevant ones. Therefore, they agree on a particular vision and ensure to exert their effort positively in the right direction to achieve the same vision. It also positively supports non-profit organisations in positively boosting their financial performance (Bryson, Crosby and Seo, 2022). For instance, the volunteers could support the non-profit organisation in raising necessary or sufficient funds. Furthermore, the volunteers could reach out directly to the donors or participate in community rallies to generate funds for non-profit organisations (Baig and Ndiweni, 2021). These activities support the non-profit organisation in generating decent funds leading to better community support.

Effective leadership carry high significance for the success of non-profit organisations. For instance, effective leadership ensures the effective utilisation of resources at the workplace. All team members develop proper coordination through open communication, leading to better productivity (Desai and DeArmond, 2021). The organisational growth chances also become high because the non-profit organisation efficiently delivers decent support to the deserving community. Effective leadership also ensures that all the changes or new projects at the non-profit organisation are managed effectively, enhancing the chance of success for the organisation (Islam et al., 2019). Furthermore, effective leadership ensures maintaining and

sustaining a solid relationship with the team members. They deliver quality performance to the non-profit organisation and allow them to accomplish the targeted objectives positively.

However, the leadership at the non-profit organisation experience a wide range of challenges that must be managed effectively by him. For instance, the leadership often operates with a limited number of resources; however, he must arrange and manage all the team members on the same platform to accomplish the targeted vision or mission (Haque, 2021). It shall support the effectiveness in generating suitable trust amongst the team members encouraging them to compensate for each other strengths and weaknesses to enhance the overall success chance of the non-profit organisation. Moreover, the leadership at the non-profit organisation must ensure to embrace and foster diversity in the workplace. It shall support him in gaining maximum support from the volunteers' side to accomplish the targeted objectives (Hazzaa, Oja and Kim, 2022). Finally, the leadership must focus on suitable fundraising and effective employee retention to avoid an impact of the external environment on the non-profit organisational performance.

6.3 Recommendations

The leadership at non-profit organisations must focus on using the transactional leadership style. Transactional leadership is a non-profit firm generally led by the commission of directors. Hence, the committee is trustworthy for both the firm's vision and dealings (Mirabella et al., 2019). This style is used in non-profit firms, which also involves component hunting, giving a response, and setting specific goals required to be met when the leader and follower meet a common goal, characterized by mutual respect and understanding.

Moreover, such leadership can motivate people to join the cause (Haque, 2021). It is when a leader has a powerful magnetic personality and ignites passion and vision in others to follow them. This style of leadership will enhance the performance of the firm by improving its culture and morale (Hazzaa, Oja and Kim, 2022). With various studies, it has been identified that this kind of leader is more wrapped up in completing their project and awareness towards attaining the goal is more focussed upon, as it brings such significant levels of satisfaction to their job.

Almost leaders have one of the most effective skills motivation, which helps develop performance management of individuals for excellently performing tasks. New people hiring is not easier. It takes time and the involvement of multiple resources, and when they develop

the hiring process for a new employee, they must develop excellent skills and strategies (Potluka Svecova and Zarubova, 2022). Effective hiring can be easily possible when the human resource management team develops a more profound concern towards the involvement of humans with polite communication and provides the correct information about what they want from non-profit businesses (Le and Tuamsuk, 2021). Thus, the leadership at the non-profit organisation must focus on keeping the current team members or volunteers motivated to achieve and sustain the targeted objectives positively.

Skills and strategies developed within non-profit organization management are essential for effective leadership. Because lack of attraction, motivation and lack of opportunity of incentives influences employee relations. Also, the mental care solution, public problem solution, environmental or cultural benefits activities, programs development for health safety, and many more tasks are not straightforward, affecting non-profit organization sustainability (Islam et al., 2019). The idea of this term is a crucial term to engage appropriate skills within management practices and provide the correct information to the HR department that when they engage employees, they provide facts of motivation like incentives, performance growth and many more, which help encourage the audience towards with the non-profit business (Richard, 2022).

6.4 Study Limitations

The research study was majorly carried out by using a qualitative research methodology. It was a suitable selection related to the research objectives as it allowed the researcher to explore the subject matter positively. However, this methodology restrained the researcher from delivering any key recommendations by using quantitative or statistical data (Nayak and Singh, 2021). It might lemmatise the opportunity for the non-profit organisations to improve their leadership and volunteer hiring aspects. Given the same consideration, future researchers must use a mixed research methodology by integrating the qualitative methodology with a quantitative methodology to accomplish the study objectives (Ragab and Arisha, 2018). This methodology shall support the researcher in exploring the subject matter and offering valuable statistics to the non-profit organisation to accomplish the targeted objectives.

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APPENDICES

Appendix A: Research interview questions

1. According to you, do you understand the concept of leadership and Management and if yes can you please describe the same.
2. Can you please explain about the non-profit organization and its operations related with the leadership and Management?
3. What are the leadership styles which are used in the nonprofit organizations to manage the volunteers and other stakeholders of the company?
4. What are the management areas in nonprofit organizations to hire the volunteers and manage within the non-profit organization?
5. Can you please explain the implications of leadership and the concept of hiring of volunteers in nonprofit organizations?
6. There are many theories which are involved in the leadership and management areas so what can be used in the non-profit organization while studying the concept of implication of leadership and hiring of volunteers.
7. Why is it necessary for the nonprofit organization to conduct the leadership and Management?
8. What can be the impact of different styles of leadership and management on non-profit organization and its performance while serving the society.
9. If there are some negative impacts, then please describe them and how the leaders and managers can rectify such negativity in the non-profit organization.
10. Recommend some of the leadership and management strategies in nonprofit organizations for further improvements and productive operations in the firm.