



Leadership, Job satisfaction and Motivation to Lead in an Associative Context: A Cross-Sectional Study

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Abstract. As a form of collective organization of individuals who share common interests and whose actions are usually carried out in solidarity, associations have demonstrated unquestionable relevance in promoting social and economic development, especially at the local level, despite sharing in collaborative networks at the national and international levels. In the current context, non-profit organizations, such as associations and collectives, face growing challenges related to the scarcity of human resources and the internal satisfaction of their members, with a direct impact on the aging of the membership that performs leadership roles. In this context, the issue of generational leadership succession is frequent and an obstacle to the continuity of many associations. As a multifactorial phenomenon, this study aims to analyze the factors that contribute to greater motivation to lead, as well as the relationships between different leadership styles, job satisfaction, and motivation to lead within associations. To this end, a case study was conducted in the association movement of the municipality of Alcanena, Portugal, which is transversal to the association movement in general. This municipality is made up of 63 associations whose cultural themes and interests allow them to generate value-added scenarios not only within the municipality but also within the networks in which the municipality participates at the local, regional, national, and international levels. The organizations studied encompass diverse areas such as culture, sports, recreation, leisure, as well as citizenship and social responsibility. This study combined a qualitative approach, supported by semi-structured interviews, and a quantitative approach, supported by a previously validated questionnaire using the MLQ-5X, MSQ, and MTL scales for each of the dimensions under analysis. A convenience sample of 278 individuals was obtained from 63 associations, and eight semi-structured interviews were conducted. The analysis conducted in this cross-sectional study allowed us to assess the interconnection between leadership styles, motivation to lead, and job satisfaction. It is expected that the results achieved will constitute an important contribution to identifying the characteristics that lead to the recruitment of young leaders, as well as to reinforcing the importance of creating more collaborative and inclusive work environments in an associative context.

Keywords: Associations, Job satisfaction, Leadership, Motivation to lead.

1. INTRODUCTION

Leadership has proven to be a determining factor in the effectiveness of organizations, directly impacting performance, employee satisfaction, and motivation to lead. In the context of associations, this topic takes on even greater relevance, as associations rely heavily on the voluntary involvement of their members. Associations in Portugal are a fundamental component of the country's social and civic life, involving the creation and operation of a variety of non-profit organizations that play significant roles in areas such as culture, sports, education, social solidarity, and others. As highlighted by Viegas (2004), there is widespread consensus on the importance of associations in the democratic life of developed societies, contributing positively to local development. Furthermore, in an increasingly globalized world, the expression of each community's culture, identity, traditions, and creative capacity is vital. Associations have therefore been at the forefront of cultural policy, promoting, disseminating, and preserving local culture. For this reason, it is crucial to analyze how different leadership styles impact motivation to lead and, at the same time, member satisfaction. Through an empirical approach based on data collection and subsequent statistical analysis using questionnaire and semi-structured interviews, the study aims to recognize relational patterns between perceived leadership styles and indicators associated with motivation to assume leadership roles, as well as between perceived leadership styles and indicators associated with member satisfaction, usually connected to higher levels of engagement and productivity.

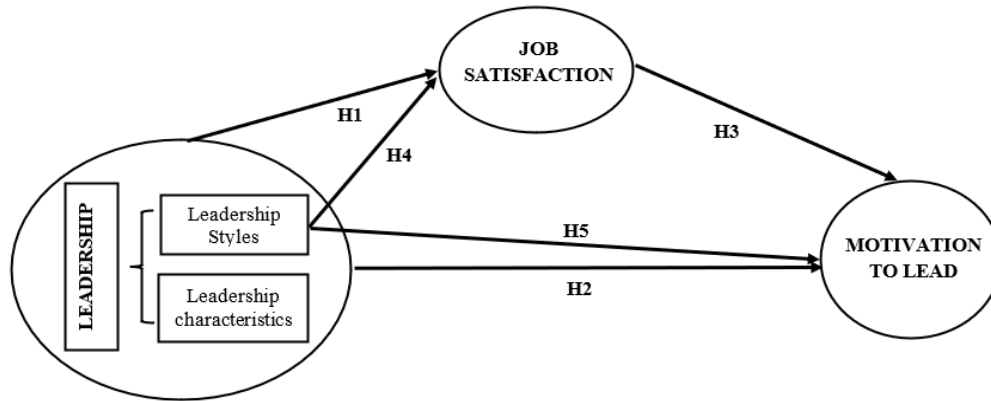


Figure 1: Conceptual research model, where H_i , $i = 1,2,3$, refer to the expected positive and significant correlation, and H_i , $i = 4,5$, refer to the differences between the variables indicated.

The relevance of this study becomes even more significant considering the real problem associated with the aging of current leaders in associations, a phenomenon accompanied by a lack of willingness on the part of younger members to take on leadership roles, which may compromise the continuity of many of these associations, most of which rely on volunteers to function. Although this study is a case study referring to the municipality of Alcanena, located in central Portugal, part of the district of Santarém and the Intermunicipal Community of Médio Tejo, this phenomenon of aging among current leaders, as well as the variables under study, are common to the associative movement in most regions of inland Portugal, where the associative movement plays an extraordinarily important role in the dynamics of the territory. It should also be noted that the choice of municipality ensures the robustness of the data, since the associative movement in Alcanena is diverse and well structured, with several institutions active in different areas ranging from social, educational, and cultural to support for children and the elderly, making this a cross-sectional study.

In structural terms, the following sections of this article first present the theoretical foundation, followed by the methodology adopted and the analysis of the results, and finally some reflections on the results obtained.

2. THEORETICAL FOUNDATION

Leadership is a concept that has shown growing relevance in the organizational context and, for this reason, has been studied over the years by several authors (e.g., Day & Antonakis, 2014; Kennedy et al. 2021; Lord & Hall, 1992; Yukl, 2013). According to Lord and Hall (1992), individual differences shape a leader's perception and performance. In turn, Hersey & Blanchard (1986), Hunter (2004), and Robbins (2002) define leadership as the ability to influence people to achieve one or more goals. Several other definitions of leadership could be presented, but they all have the common denominator that leadership is a process of purposeful influence between the leader and their followers to achieve shared goals. The literature review (e.g., Yukl, 2013) refers to various leadership theories ranging from classical theories (1930 to 1950), contingency theories (1960 to 1970), new leadership approaches (1980 to 1990), and contemporary perspectives (from 2000 to the present). Due to the number of theories listed, this study chose to consider the three best-known leadership styles illustrated in Table 1, since these were the leadership styles used in the creation of the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1995), which was the questionnaire chosen for this research given its psychometric robustness and scientific validity. Although more recent leadership styles have emerged, such as authentic, ethical, or servant leadership, several studies show that these new styles overlap considerably with transformational leadership, which remains one of the most consistent predictors of employee commitment and engagement (Hoch et al., 2018) and, therefore, an expected predictor of motivation to lead and satisfaction, which is the focus of this study.

Table 1: Main characteristics of the leadership styles addressed in the research.

| | |
|-----------------------------|---|
| Transformational leadership | <ul style="list-style-type: none"> • Inspiring motivation • Intellectual stimulation • Individualized consideration • Idealized influence |
| Transactional leadership | <ul style="list-style-type: none"> • Clear goals and expectations • Performance-based rewards • Emphasis on short-term tasks • Limited innovation |
| Laissez-Faire leadership | <ul style="list-style-type: none"> • Low involvement of the leader • High autonomy for team members • Minimal supervision |

Source: Alatawi, 2017; Behrendt et al., 2017.

3. METHODOLOGY

In terms of methodology, this cross-sectional study adopted a mixed methodology (questionnaire and interviews). As part of the qualitative approach, semi-structured interviews were conducted with eight association leaders from different areas, and the responses were subsequently categorized using MAXQDA and Voyant software. In parallel, in the quantitative approach, the data collection tool adopted was a questionnaire survey that was administered to members of the 63 non-profit organizations in the municipality of Alcanena, obtaining a convenience sample of 278 valid responses that were statistically analyzed using the Statistical Package for Social Science (SPSS) software. It should be noted that participation in the questionnaire was voluntary, with informed consent and anonymity assured, as well as data processing in accordance with the General Data Protection Regulation (GDPR). The questionnaire consists of three parts. The first part was based on the most up-to-date version of the Multifactor Leadership Questionnaire, known as MLQ 5X short (Bass & Avolio, 1995), and aims to identify the leadership style perceived by members in relation to their current leader, considering the dimensions of Transformational, Transactional, and Laissez-Faire leadership, as well as the subdimensions indicated in Table 2.

Table 2: Leadership scale.

| Dimensions | Subdimensions |
|-----------------------------|----------------------------------|
| Transformational Leadership | Idealized Influence (Attributes) |
| | Idealized Influence (Behaviors) |
| | Inspirational Motivation |
| | Intellectual Stimulation |
| Transactional Leadership | Individual Consideration |
| | Reward for Achieved Goals |
| Laissez-Faire Leadership | Active Management by Exception |
| | Passive Management by Exception |

The second part of the questionnaire contained questions aimed at identifying factors related to member satisfaction. It was based on the Minnesota Satisfaction Questionnaire (MSQ) – Short Form (Ferreira et al., 2009). The theory underlying the MSQ assumes that job satisfaction depends on the match between individual abilities and the reinforcements existing in the work environment (Weiss et al., 1967). This is a multifactorial phenomenon and, therefore, two dimensions are considered in the MSQ: intrinsic satisfaction and extrinsic satisfaction, as well as their associated subdimensions (see Table 3). The first dimension refers to how employees feel about the nature of the tasks they perform and what these tasks provide them internally, such as personal fulfillment, autonomy, recognition for the challenge of the tasks, the possibility of making use of personal skills, among others, while the second dimension refers to how employees feel about aspects of work that are external to the content of the work itself, such as salary, benefits, rewards, job security, general working conditions, among others. The literature has shown that high levels of job satisfaction are associated with higher performance, lower absenteeism, and greater employee engagement. Therefore, understanding the factors that determine this satisfaction and relating them to the three leadership styles under study is an important step in achieving the functional effectiveness of associations.

Table 3: Job satisfaction scale.

| Dimensions | Subdimensions |
|----------------------------|-------------------------------|
| Intrinsic job satisfaction | Activity |
| | Variety |
| | Moral values |
| | Social services |
| | Authority |
| | Utilization of capacities |
| | Responsibility |
| | Creativity |
| | Personal fulfilment |
| | Supervision - human relations |
| Extrinsic job satisfaction | Supervision - technical |
| | Institutional policies |
| | General working conditions |
| | Relationship |
| | Work recognition |

Finally, the third part of the questionnaire includes questions aimed at identifying factors that lead to motivation to lead (MTL). The model used was adapted from the model by Chan & Drasgow (2001), which considers three dimensions: affective identity motivation to lead, which includes questions such as, e.g., “I am the type of person who likes to be responsible for others”; social-normative motivation to lead, which includes questions such as, e.g., “I feel I have a duty to lead others if asked,” and non-calculative motivation to lead, which includes questions such as, e.g., “I do not expect to gain any privileges if I agree to lead” (cf. Table 4). It is important to note that not all individuals with high performance or high job satisfaction are necessarily willing to

take on leadership roles. Research on MTL is emerging and of significant importance in this study, as it will enable the identification of possible solutions to the problems associated with the crisis in leadership succession in non-profit associations. The aim is to understand not only the individual factors that lead to motivation to lead, but also to understand how leadership styles influence the willingness to lead.

Table 4: Scale of MTL.

| Dimensions |
|------------------------|
| Affective identity MTL |
| Social-normative MTL |
| Non-calculative MTL |

It should be noted that three scales, MLQ-5X, MSQ and MTL, were validated in the literature referred to above, which is why there is no need to perform a Confirmatory Factor Analysis.

4. ANALYSIS OF RESULTS

The sample collected includes individuals aged between 17 and 91, with an average age of approximately 54, which reveals a notable concentration of data among older respondents. In fact, most respondents (33%) are aged between 65 and 80, 25% are aged between 49 and 64, and 24% are aged between 33 and 48. In terms of educational qualifications, it was found that more than half of the respondents (67%) do not have a higher education degree. About gender, the distribution of data between females and males is similar, with a slight numerical superiority of males at 58.5%, and the remaining 43.5% being females, since no responses were obtained for “other gender”. In terms of marital status, more than half of respondents (66.2%) are married, 21.2% are single, 5.8% are divorced, 5.4% are widowed, and 1.4% are in a civil partnership. It was also possible to ascertain that there is a concentration of data among respondents who have been involved in associations for longer. More precisely, 1.4% of respondents have been involved in the associative movement for up to one year, 15.5% between one and five years, 30.2% between six and ten years, 29.14% between eleven and twenty years, and 23.74% for more than twenty-one years. About the distribution of respondents by the area of intervention of the association to which they belong, it was found that most respondents (42.1%) belong to cultural and recreational associations, 25.2% to sports associations, and 26.7% to associations in the social area. The remaining 6% of respondents indicated “other categories”.

Regarding the reliability of the scales used, the results obtained revealed high levels of internal consistency in all scales used, since the total Cronbach's alpha value obtained in the leadership scale, satisfaction scale, and motivation to lead scale is, respectively, equal to $\alpha = 0.960$, $\alpha = 0.960$ and $\alpha = 0.922$. In addition, all dimensions considered in each of the three scales under study have good Cronbach's alpha values (see Table 5), which guarantees the robustness and validity of the different specifications that make up the study.

Table 5: Reliability of the three scales considered.

| Scales | Dimensions | Reliability |
|--------------------------|------------------------|-------------|
| Leadership | Transformational | 0.959 |
| | Transactional | 0.910 |
| | Laissez-Faire | 0.903 |
| Job satisfaction | Intrinsic | 0.951 |
| | Extrinsic | 0.902 |
| Motivation to lead (MTL) | Affective identity MTL | 0.869 |
| | Social-normative MTL | 0.868 |
| | Non-calculative MTL | 0.710 |

Looking at Figure 2, we can check that transformational and transactional leadership styles have very similar values in terms of average, 3.89 and 3.87 respectively, which means that, on average, most respondents identify their current leader with the implementation of practices inherent to these two leadership styles, with a slightly higher average value for transformational leadership. Laissez-faire leadership has the lowest average value of 2.77. It should be noted that the responses were measured using a five-point Likert scale, with ascending weighting, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).



Figure 2.

Average dimensions of the leadership scale on a five-point Likert scale with ascending weighting, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

Regarding the analysis of job satisfaction, the data showed that most respondents had higher levels of intrinsic satisfaction (Mean = 4.04 and $\sigma = 0.528$) than extrinsic satisfaction (Mean = 3.90 and $\sigma = 0.567$). This suggests that the value placed on the content and meaning of the work itself (such as the sense of personal fulfillment obtained from work or the possibility of strengthening skills through work) is more important than external factors associated with it (such as how leaders deal with their employees, physical working conditions, organizational policies, and interpersonal relationships). This trend observed in the data obtained is closely in line with Herzberg's two-factor theory and reinforces the importance of promoting organizational contexts that enhance personal fulfillment, growth, and professional autonomy, i.e., that enhance Herzberg's so-called motivational (or intrinsic) factors. In fact, according to Herzberg, the absence of Herzberg's hygiene factors (or extrinsic factors) can lead to dissatisfaction, but their presence alone does not guarantee lasting satisfaction. To promote job satisfaction, it is necessary to offer opportunities for employees to feel fulfilled, recognized, and challenged.

Regarding MTL, as can be seen in Figure 3, non-calculating MTL has the highest average value, 4.23, considering a five-point Likert scale with ascending weighting. This means that most respondents believe that if they accepted a leadership position, they would perform that role altruistically without expecting to obtain personal benefits or any kind of advantage from that position. This is followed by social-normative MTL, with an average value of 3.93. In this case, if respondents agreed to lead, it would be out of duty or social imposition. MTL based on affective identity is the dimension with the lowest average value, 3.61, which means that the minority of respondents do not enjoy or identify with leadership positions.

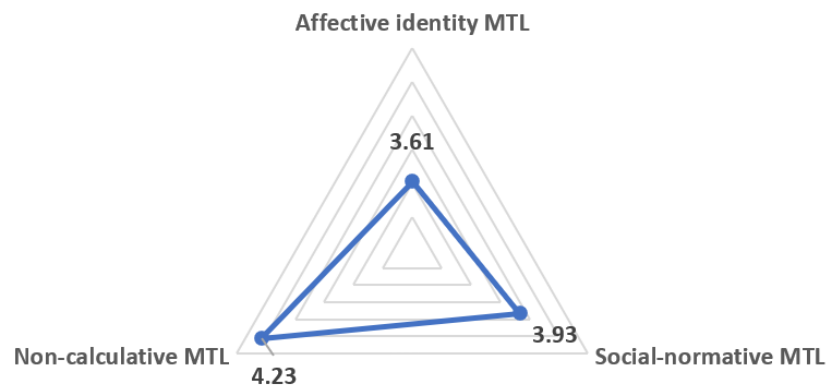


Figure 3:

Average dimensions of the MTL scale on a five-point Likert scale with ascending weighting, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

The linear correlation analysis between the three scales used and the age variable (in years) of the respondents was performed using Spearman's correlation coefficient, denoted by r_s , because the Kolmogorov–Smirnov test indicated non-normality of the data ($p < 0.05$). According to Table 6, we conclude that there is a moderate and positive statistically significant correlation between transformational and transactional leadership styles, respectively ($r_s = 0.398$ e $r_s = 0.328$; $p < 0.0001$) and intrinsic satisfaction, with the correlation being slightly higher in transformational leadership. This means that when respondents' perception of transformational and transactional leadership increases, so does the intrinsic satisfaction of respondents, which is in line with the principles inherent in these two leadership styles listed in Table 1. In the case of Laissez-Faire leadership, there was no correlation with intrinsic satisfaction ($r_s = 0.398$ e $r_s = 0.328$; $p < 0.0001$). This lack of correlation is consistent with the literature, since Laissez-Faire leadership is characterized by inaction, avoidance of responsibility, lack of direction, lack of decision-making, and lack of follow-up by the leader (cf. Table 1) and, therefore, has been consistently associated with low levels of motivation, dissatisfaction, and increased conflict at work (Judge & Piccolo, 2004). The correlation between the three leadership styles considered and extrinsic satisfaction shows similar values to intrinsic satisfaction, with a slightly higher correlation. More precisely, $r_s = 0.532$ e $r_s = 0.419$; $p < 0.0001$, respectively for transformational and transactional leadership, and no correlation for Laissez-Faire leadership ($r_s = 0.005$; $p = 0.935$). Thus, the data obtained reinforces empirical evidence that active leadership styles, such as transformational and transactional, enhance job satisfaction, in contrast to the null or even prejudicial impact of Laissez-Faire leadership.

Similarly, there is no statistically significant correlation between the Laissez-Faire leadership style and each of the three dimensions of the leadership motivation scale ($p > 0.05$). There was also no statistically significant correlation between transformational leadership and affective identity MTL ($r_s = 0.104$; $p = 0.084$). This suggests that the fact that a leader adopts a transformational leadership style is not correlated with a personal preference for taking on leadership roles. The results also indicate that transformational leadership has a statistically significant and positive, although weak, correlation with social-normative MTL ($r_s = 0.191$; $p = 0.001$) and with non-calculative MTL ($r_s = 0.156$; $p = 0.009 < 0.01$). This suggests that when the weighting levels assigned to transformational leadership style increase, the levels of moral obligation to lead and the levels of willingness to lead without expecting personal benefits also increase, although slightly. Regarding transactional leadership, there are statistically significant positive correlations, although weak, with all dimensions of MTL (affective: $r_s = 0.122$; $p < 0.042 < 0.05$, social-normative: $r_s = 0.185$; $p < 0.002 < 0.01$ and non-calculative: $r_s = 0.178$; $p < 0.003 < 0.01$). The big difference between transformational leadership and transactional leadership is the presence of a positive, although weak, correlation with affective MTL. This may suggest that transactional leaders, by placing greater value on clarity of roles, rewards and results, end up motivating, although slightly, a personal desire to lead.

The data also revealed statistically significant positive correlations, but also weak, between intrinsic satisfaction and all dimensions of MTL (affective: $r_s = 0.194$; $p = 0.001$, social-normative: $r_s = 0.264$; $p < 0.0001$ and non-calculative: $r_s = 0.266$; $p < 0.0001$). The correlation results were identical, but slightly lower when considering extrinsic satisfaction (affective: $r_s = 0.160$; $p = 0.008$, social-normative: $r_s = 0.192$; $p = 0.001$ and non-calculative: $r_s = 0.191$; $p = 0.001$). Therefore, how much more satisfied employees feel at work, more willing they are, although slightly, to assume leadership roles in each one of their dimensions, being that MTL is slightly more rooted in intrinsic satisfaction than extrinsic satisfaction.

Regarding the age (in years) of respondents, the data showed that this variable is correlated, albeit weakly, only with transformational leadership ($r_s = -0.174$; $p = 0.004 < 0.05$), with Laissez-Faire leadership ($r_s = 0.258$; $p < 0.0001$) and affective identity MTL ($r_s = -0.122$; $p = 0.041 < 0.05$) with no statistically significant correlation with any other dimension (cf. Table 6). Regarding affective identity MTL, the correlation is negative and weak, which means that the intrinsic pleasure in assuming leadership roles tends to decrease, albeit slightly, as age increases. It should be noted that, as the correlation is weak, this trend does not mean that all older leaders cease to enjoy leading. There is only a slight tendency for older members to accept leadership positions out of a sense of duty or organizational responsibility, rather than personal identification or enjoyment of leading. The correlation between age and transformational leadership is equally negative and weak, which means that as the age of respondents increases, the levels attributed to the perception of practices inherent to transformational leadership by their current leader decrease, albeit slightly. This trend may faintly reflect some factors that are usually more noticeable with ageing, such as professional burnout or greater identification with leadership habits consolidated in more traditional styles. Of course, being a weak correlation, age explains only a small part of the variation in the perception of transformational leadership practices in their current leader. Regarding Laissez-Faire leadership, there is a positive and weak correlation with age, which means that as age increases, the levels attributed to the identification of practices of your current leader that are identified with Laissez-Faire leadership tend to increase slightly. However, the correlation is tenuous, indicating that age is not a strong determinant.

Table 6: Correlation matrix for the scales used.

| Scales | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|----------------|------------------|--------------------|--|-------------------|--------------------|------------------|--------------------|--------------------|------------------|--------------------|-----------------------|
| Spearman's rho | Leadership | | | | | | | | | | |
| | 1 | Transformational | Correlation Coefficient Sig. (2-tailed) | 1.000 | | | | | | | |
| | 2 | Transactional | Correlation Coefficient Sig. (2-tailed) | 0.718** 0.000 | 1.000 | | | | | | |
| | 3 | Laissez-Faire | Correlation Coefficient Sig. (2-tailed) | 0.146* 0.015 | 0.224** 0.000 | 1.000 | | | | | |
| | Job satisfaction | | | | | | | | | | |
| | 4 | Intrinsic | Correlation Coefficient Sig. (2-tailed) | 0.398** 0.000 | 0.328** 0.000 | 0.061 0.308 | 1.000 | | | | |
| | 5 | Extrinsic | Correlation Coefficient Sig. (2-tailed) | 0.532** 0.000 | 0.419** 0.000 | 0.005 0.935 | 0.728** 0.000 | 1.000 | | | |
| | MTL | | | | | | | | | | |
| | 6 | Affective identity | Correlation Coefficient Sig. (2-tailed) | 0.104 0.084 | 0.122* 0.042 | 0.061 0.307 | 0.194** 0.001 | 0.160** 0.008 | 1.000 | | |
| | 7 | Social-normative | Correlation Coefficient Sig. (2-tailed) | 0.191** 0.001 | 0.185** 0.002 | 0.042 0.483 | 0.264** 0.000 | 0.192** 0.001 | 0.719** 0.000 | 1.000 | |
| | 8 | Non-calculative | Correlation Coefficient Sig. (2-tailed) | 0.156** 0.009 | 0.178** 0.003 | -0.112 0.063 | 0.266** 0.000 | 0.191** 0.001 | 0.512** 0.000 | 0.652** 0.000 | 1.000 |
| | 9 | Age (in years) | Correlation Coefficient Sig. (2-tailed) | -0.174** 0.004 | -0.002774 0.963 | 0.258** 0.000 | -0.098072 0.103 | -0.098025 0.103 | -0.122* 0.041 | -0.045722 0.448 | -0.05786 0.3364587 |

Note: **. Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed).

Additionally, the ANOVA test allowed us to conclude that there are statistically significant differences between the different leadership styles and MTL, although these differences are not very significant. More precisely, in transformational leadership $F(4,273) = 4,109$; $p = 0,003$, in transactional leadership $F(4,273) = 4.998$; $p = 0.001$ and in Laissez-Faire leadership $F(4,273) = 3.121$; $p = 0.016$. In fact, interviewees who associated their current leader's practices with Laissez-Faire leadership are the least motivated to lead (Mean= 3.3040), while the interviewees most motivated to lead are those who associated their current leader's practices with transformational leadership (Mean= 3.8912), followed closely by transactional leadership (Mean= 3.8683).

For the reasons stated above, we can say that the analysis of the data obtained reinforces the idea that MTL is a multifactorial phenomenon, and that leadership styles and job satisfaction contribute only in part to explaining MTL. For this reason, we made this study more comprehensive by additionally considering a qualitative analysis of the data obtained through semi-structured interviews conducted with eight leaders of the most recent and oldest non-profit associations in each of the four areas identified (cf. Table 7). The Interviewees aged between 42 and 73 years old, two of them are women and six men. This sample reflects the reality of associations, where most leaders are men and over 40 years of age, which leads us to reflect on how to attract young leaders, reaffirming the issue of leadership and its fundamental aspects.

Table 7: Characteristics of the interviewees($n = 8$). Output MAXQDA.

| Area / Antiquity | Respondent's age (in years) | Gender | Educational qualifications | Years of leadership |
|-----------------------------|-----------------------------|--------|----------------------------|---------------------|
| Cultural / Oldest | 67 | M | Secondary education | 30 |
| Cultural / Most recent | 54 | M | Bachelor's degree | 20 |
| Sports / Oldest | 56 | M | Secondary education | 30 |
| Sports / Most recent | 42 | M | Secondary education | 3 |
| Social / Oldest | 47 | M | Secondary education | 20 |
| Social / Most recent | 73 | M | Primary education | 2 |
| Environmental / Oldest | 54 | F | Bachelor's degree | 20 |
| Environmental / Most recent | 50 | F | Secondary education | 17 |

The analysis of the semi-structured interviews revealed that MTL is not the same and varies among the eight leaders interviewed, and this variation directly influences the leadership style adopted. Thematic coding was performed independently by two of the authors of this study and was subsequently validated by consensus. The emerging categories included the types of MTL, and the leadership styles adopted. The Interviewees were association leaders with diverse profiles in terms of the origin of their MTL and in terms of their leadership styles. MTL was categorized into four types: self-motivation; motivation through the influence of others; internal and external motivation; and mixed motivation. It should be noted that the distinction between internal and external motivation and mixed motivation may seem subtle, but while the first reflects the combination of internal factors (e.g., personal desire and individual initiative for leadership) with external factors (e.g., influence of other people, invitation, or social pressure), mixed motivation refers to the existence of a certain ambiguity in what led to the MTL, since the leader cannot clearly distinguish which factors motivated them to be a leader, indicating that there were multiple factors, without specifying which ones. Looking at Table 8, it can be concluded that among the interviewees, the MTL that was mentioned most often was self-motivation, followed by mixed motivation.

Table 8: Distribution of data from the eight interviews according to categorized types of MTL. Source: MAXQDA.

| Types of MTL | No. of occurrences |
|--|--------------------|
| Self-motivation | 4 |
| Motivation through the influence of others | 1 |
| Internal and external motivation | 1 |
| Mixed motivation | 2 |

About leadership, eight leadership styles were categorized as shown in Table 9, which cross-references the types of MTL with the categorized leadership styles.

Table 9: Distribution of leadership styles in relation to types of MTL.

| Types of MTL | Leadership styles | No. of occurrences |
|--|------------------------------|--------------------|
| Internal and external motivation | Motivational and rigorous | 1 |
| | Exemplary and participative | 1 |
| Self-motivation | Democratic and consensual | 1 |
| | Assertive and proactive | 1 |
| Mixed motivation | Corporate and humanitarian | 1 |
| | Assertive and participative | 1 |
| Motivation through the influence of others | Consensual and communicative | 1 |
| | Pondered and communicative | 1 |

Source: MAXQDA

Looking at Table 9, it can be concluded that leaders who are self-motivated to lead are associated with various leadership styles, such as exemplary and participative leadership; democratic and consensual leadership; and assertive and proactive leadership, revealing that leaders with their own initiative to lead tend to adopt more active and collaborative leadership styles. In contrast, leaders who were motivated to lead by the influence of others tend to adopt more conciliatory and communicative leadership styles. Leaders who led through a combination of internal and external motivation adopt a single leadership style, which is motivational and rigorous leadership. Finally, leaders who were motivated to lead by several factors (mixed) tend to exercise various leadership styles that balance firmness and empathy, indicating leadership that combines structure with involvement.

The analysis of the responses from the eight interviewees also allowed us to establish a network of semantic relationships between the words that stood out most among the responses obtained regarding the future of associations (see Figure 4). We can conclude that the words “members”, “young” and “future” occurred most frequently. Furthermore, the word “members” is semantically related to the words “leader”, “easy”, “young”, “volatile” and “difficult”, which suggests that interviewees consider that it is easy to attract new members, but their participation in the association is very volatile and it is difficult to recruit members, especially young people, to take on leadership positions. The keyword “future” is another strategic node that appears semantically related to the words “leadership”, “assured”, “management”, “young” and “difficult”, which means that the future of associations is related to both obstacles and solutions. In fact, the responses show that the future of associations, in terms of leadership renewal, is a difficult challenge, but it is assured. Therefore, there is some certainty among interviewees regarding the continuity of associations in the future. Finally, the keyword “young” is semantically related to the words “leader”, “willingness”, “future”, “members”, “difficult” and “attract”, which suggests that interviewees emphasize the need to attract young members to leadership positions, and although this is generally difficult, there are still some young people willing to take on leadership roles.

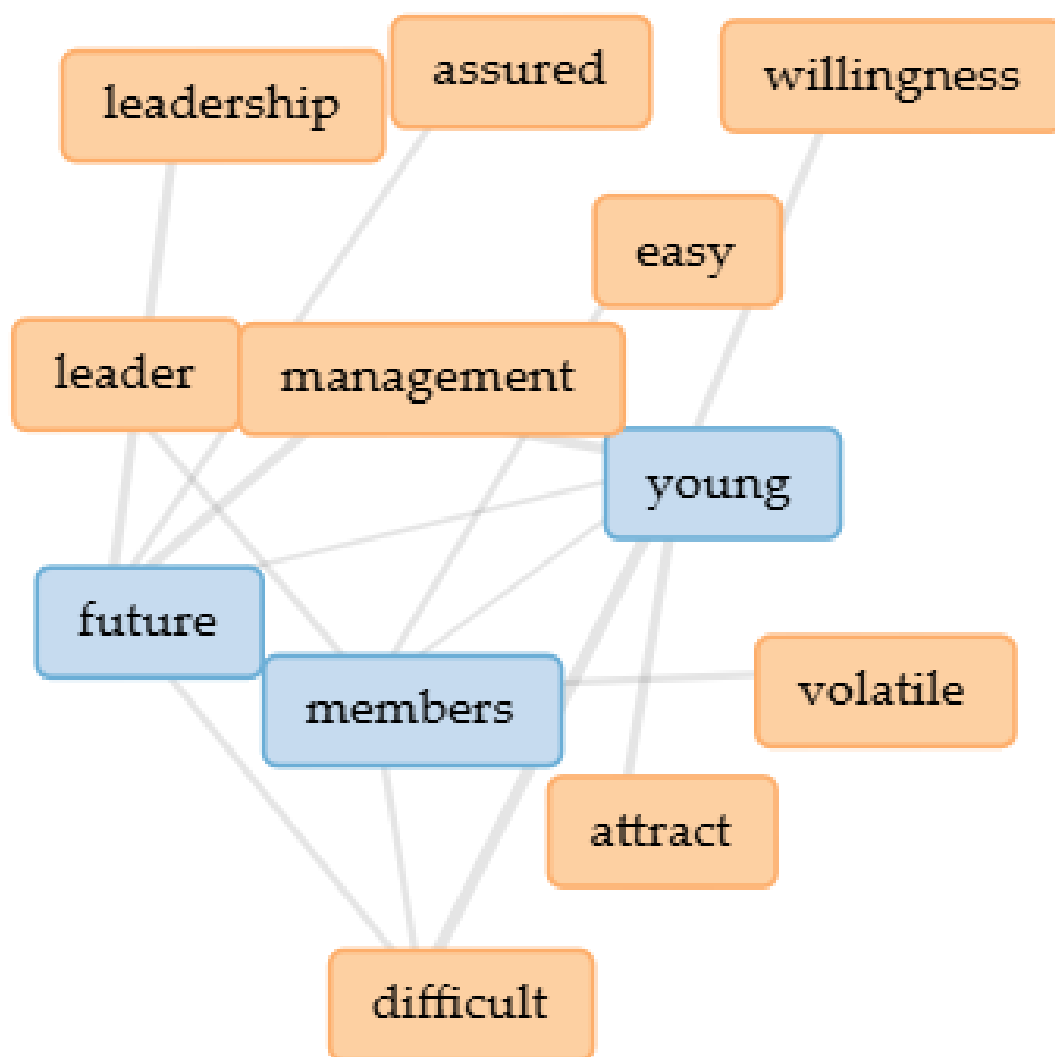


Figure 4: Semantic connections between keywords identified in interview responses.

Source: Voyant.

5. CONCLUSIONS

The results obtained allow us to conclude that transformational and transactional leadership styles show a moderate and positive correlation with job satisfaction. However, the correlation between leadership styles and MTL, as well as the correlation between job satisfaction and MTL, although positive, are not very significant. This suggests that MTL does not depend exclusively on leadership styles or job satisfaction, even though these may have some impact. The results obtained in this study are entirely consistent with the literature, which indicates that MTL is a multifactorial construct that is influenced by leadership styles and by the influence that these styles have on employees (e.g., the ability to inspire, motivate, and develop teams to achieve goals and a more productive work environment), but is also influenced by the interconnection with other elements, such as individual factors (e.g., personality traits or personal fulfilment) and circumstantial factors (e.g., organizational context, presence of challenges such as the need to adapt to new management models, among others) (Reichard & Riggio, 2008).

The qualitative analysis led to the conclusion that, although the challenges inherent in generational succession in leadership positions in an associative context, there is a collective awareness of the need and importance of increasingly involving young people through the promotion of leadership strategies based on active participation, the implementation of intergenerational initiatives, the valuing of members, the ability to adapt to new social dynamics, and the creation of more inclusive and participatory associative environments.

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