
Journal of Public and Nonprofit Affairs

Vol. 10, No. 3

A Scoping and Theoretical Review of Joy in Leadership in the Nonprofit Sector

Katie McIntyre - University of the Sunshine Coast

Rory Mulcahy - University of the Sunshine Coast

Wayne Graham - University of the Sunshine Coast

Meredith Lawley - University of the Sunshine Coast

Effective leadership plays a critical role in the success of organizations, particularly in the nonprofit sector, with positive leader affect, and more recently joy, being one aspect of leadership that significantly influences followers. Whilst some studies of positive affect and joy in leadership have been undertaken in the nonprofit sector, lack of clarity and coherence, as well as theoretical divergence has impeded research integration. This article presents the first systematic literature review of positive affect, and more specifically joy and leadership in the nonprofit sector and systematically identifies the extent to which joy has been considered as a discrete emotion in the current nonprofit leadership literature. In addition, this article synthesises the existing nonprofit leadership literature to determine what employee outcomes joy has been shown to influence. Finally, the quality of current literature and any patterns considering joy and leadership in the nonprofit leadership literature is assessed. Future research opportunities are identified.

Keywords: Leadership, Positive Affect, Nonprofit, Management, Joy

Leadership in the nonprofit sector can be challenging (Schubert & Willems, 2021) owing to the multifaceted demands placed on leaders and the organizations they serve. These demands of leaders in nonprofit organizations involve engaging diverse stakeholders, including donors, volunteers, employees, each with different roles, expectations, priorities, and interests (Mato-Santiso et al., 2021). Recent reports also highlight several challenges facing nonprofit leaders, notably an increase in volunteer and donor compassion fatigue (Cañas-Lerma et al., 2022; Gonzalez-Mendez & Díaz, 2021). Additionally, leaders are confronted with employee challenges, such as high turnover rates and mounting instances of burnout instances (Einolf, 2022; Lee, 2016). To tackle these challenges, nonprofit leaders can benefit from insights gleaned from the broader leadership and management literature. This literature emphasizes the pivotal role of emotions (Rowold & Rohmann, 2009; Silard, 2018; Ward & Greene, 2018) and underscores the importance of leaders strategically managing them to address pressing issues.

In the broader leadership and management literature, there is a growing demand for more nuanced explorations of emotions (Lindebaum & Jordan, 2012), especially focusing on positive ones. This shift aims to move away from valence-based approaches, where positively oriented emotions are often grouped together under terms like positive affect or positive emotions. This article suggests that grouping positive emotions together under a valence-based approach overlooks their specific qualities as suggested by Discrete Emotion Theory.

Simply focusing on “positive affect” without delving into individual emotions like joy in nonprofit and leadership literature may miss crucial nuances. For instance, advising a nonprofit leader to inject more “positivity” into their leadership without specifying emotions from Discrete Emotion Theory could leave them unsure about which emotion to express. Should they show joy or pride, for example? Research, like that of Williams et al. (2024), indicates that joy has a stronger link to job satisfaction compared to pride. Without clear guidance on discrete emotions, leaders might miss opportunities to foster positive team dynamics and collaboration by purposefully managing emotions.

The current research, utilizing a theoretical and scoping review approach, explores joy's portrayal and empirical investigation in nonprofit leadership literature. Despite the prevalent use of valence approaches to emotions in the literature, this review enables through its theoretical and scoping approach an examination of joy's explicit or implicit consideration, even if it is concealed by the inclusion of other positive emotions in valenced studies. This research suggests that considering joy, characterized by contentment, fulfillment, and an uplifted mood (Johnson, 2020; Underwood, 2020), could benefit nonprofit leaders, as it has been associated with enhanced engagement, job satisfaction, and productivity (Balik, 2018; Choudhary et al., 2017; Harolds, 2020; Hartmann et al., 2021; Liu, 2019; Liu et al., 2017). However, due to the unclear extent of joy's consideration in nonprofit leadership studies and its potential masking via valenced approaches, drawing conclusions about the outcomes it may be associated with is challenging. Thus, the first two aims emerge for the current research: first, to theoretically scope and identify the extent to which joy has been considered in current nonprofit leadership literature, and second, to synthesize existing literature to determine the outcomes associated with joy. Addressing this fragmentation and clarifying joy's consideration is crucial, as fragmentation can lead to a loss of coherence, hinder knowledge progression, and pose challenges in establishing conceptualization and measurement standards within the field of nonprofit leadership and the study of joy.

To further advance research and practice in nonprofit leadership and the future consideration of joy it is also important to consider evaluating the quality of the literature and identifying consistencies and patterns across the current evidence base as undertaken by other reviews of leadership (e.g., Collins et al. 2022). When evaluating the quality of the literature, it becomes crucial for systematic reviews to assess the methodological rigor and robustness of the studies (Collins et al., 2022; Riedel et al., 2021; Whittaker et al., 2023). This will also be applied to the current investigation of joy as a discrete emotion in nonprofit leadership. This involves critically analysing the research designs, sampling methods, data collection procedures, and statistical analyses employed in the studies. By assessing the quality of the literature, researchers can gain confidence in the reliability and validity of the findings or potential opportunities for future research. Thus, the third and final aim of the current research is to assess the quality of the current literature and current patterns regarding the research designs and approaches used considering joy in the nonprofit leadership literature.

The remainder of this article will be structured as follows. First, justification for a discrete emotion approach for nonprofit leadership particularly focusing on the emotion of joy is provided. This is followed by a review of current reviews in the nonprofit and leadership literature considering emotions. Next, the method of the systematic review is presented, followed by the results. A discussion of the theoretical and practical implications of the systematic review findings is then presented. After this, opportunities for future research of joy in nonprofit leadership are outlined.

Conceptual and Theoretical Background

Before delving into the method and results of the current systematic review this paper follows the precedent set by other reviews across a variety of management fields including leadership (Florence et al., 2022; Parris & Peachy, 2013; Whittaker et al., 2023) by presenting, defining,

and elucidating the key constructs and theoretical framework that underpin the current work. Additionally, it outlines the scope of related reviews conducted in this domain, their limitations, and underscores the novelty of the current review along with its potential to advance knowledge as suggested by Paul et al. (2021).

Leadership in Nonprofits

Leadership is defined in the current study as the ability to guide, inspire, and influence individuals or groups within an organization plays a critical role in achieving organizational objectives and the long-term success of contemporary organizations (Chi et al., 2011; Johansen & Sowa, 2019; Seong & Choi, 2014). This is particularly relevant for current nonprofit organizations as they seek to meet their humane mission and social purpose, while responding to increasing economic, social, political, and technological demands (Hodges & Howieson, 2017; Kukreja, 2019). Nonprofit leaders who operate effectively demonstrate behaviors and characteristics that support the development of situations conducive to achieving organizational goals (Madanchian, 2017; Shier & Handy, 2020). Nonprofit organizations that are subject to ineffective or unethical leadership, however, often experience poor results and reduced long-term viability (Erickson et al., 2007; Schilling & Schyns, 2014).

In relation to effective leadership, considerable attention is given in the academic literature to the concept of mood contagion (the transfer of emotion from one person to another through their observed behavior) and emotional leadership (the emotions demonstrated by the leader in influencing and leading followers) (Ashkanasy & Humphrey, 2011; Dasborough & Ashkanasy, 2002), highlighting the influence of a leader's positive affect on employee and organizational outcomes (Ouakouak et al., 2020). Established literature identifies that effective leaders who demonstrate a positive affect are associated with higher levels of employee engagement (Gutermann et al., 2017; Johansen & Sowa, 2019; Johnson, 2009), enhanced desired employee behavior (Aboramadan & Dahleez, 2020) and improved overall employee performance (Chi et al., 2011; Kammerhoff et al., 2019; Seong & Choi, 2014).

More specifically, related to positive affect, concepts of joy in leadership have recently begun appearing in the academic literature. For example, Bernard (2019), highlights the role of a leader's positive affect in a nursing environment when aiming to enhance employee motivation and engagement (Bernard, 2019; Chunta, 2020). This is in addition to efforts aimed at improved patient care (Manion, 2003; Morath et al., 2014). Within the literature, joy can be seen as a discrete emotion (Harmon-Jones et al., 2017) separate from other emotions such as love and happiness (Emmons, 2020) characterized by positive affect, playfulness, gratitude and adherence to a promotion of the 'greater good' (Emmons, 2020; Harmon-Jones et al., 2017; Johnson, 2020).

Outside the nonprofit literature, there is support for considering joy as a discrete emotion within the workplace and as something that can be managed by leaders. For example, in healthcare organizations, joy has been found to be associated with better patient care, higher productivity, profitability, and enhanced engagement (Harolds, 2020). Joy is also linked to improved connections and novel approaches to work that enhance worker engagement and productivity, as well as improving customer experiences and financial performance (Balik, 2018; Hartmann et al., 2021; Liu, 2019).

Complex issues around retention and engagement of staff are particularly relevant in the nonprofit sector, a sector distinct from both the government and the for-profit sector (Phipps & Burbach, 2010). Effective nonprofit leaders characteristically manage and engage with a much higher number of voluntary workers, prioritising fundraising opportunities due to a reliance on external funding sources. Further, nonprofit leaders exercise stewardship and manage resources to provide for the needs of vulnerable social groups (Megheirkouni, 2017; Shier & Handy, 2020). Nonprofit organizations generally have lower financial incentives for employees in contrast to for-profit organizations, limiting promotional opportunities for

employees (Ouakouak et al., 2020). Research has shown that effective nonprofit leaders who navigate these unique challenges have a significant impact on outcomes for the organization and on the well-being and engagement of staff (Erickson et al., 2007; Chi et al., 2011).

One of the additional complexities faced by nonprofit leaders is due to the unique nature of the employee, volunteer and leader relationship that is present in the nonprofit sector. A stakeholder perspective offers some insight into the unique nature of these relationships in nonprofit organizations (Bridoux & Stoelhorst, 2022). Stakeholder perspective suggests that beyond the mere economic transaction, there is a moral nature to the business relationship and the role relationships play in value creation for the organization (Bridoux & Stoelhorst, 2022). In the nonprofit sector, stakeholder relationships extend beyond the more atypical leader, employee, consumer profile, to include additional stakeholder groups such as volunteers and donors. What is evident is that these diverse stakeholder groups play a considerable role in the nonprofit sector to the point where they are intrinsic to the function of that sector and are a key consideration for leadership and the management of emotions. What this offers in terms of the systematic review is an opportunity to consider stakeholder themes that may be observed in the literature and to identify gaps where unique stakeholder perspectives remain to be considered. Stakeholder perspectives also lends credence to the unique nature of nonprofits and the inherent challenges presented for leadership due to this unique relationship structure.

Discrete Emotions Theory, Joy and Nonprofit leadership

Emotions play a vital role in the realm of nonprofit leadership, shaping interactions, and decisions, as well as the behaviors of donors, volunteers and employees (Paxton et al., 2020; Silard, 2018; Ward & Greene, 2018; Zhang et al., 2022). Emotions can be defined as the psychological phenomenon that are created as an affective response to some form of stimuli, such as the environment, a specific event or neural process (Izard, 2010). Discrete emotion theory principles assert that emotions are distinct, specific, and recognizable states (Izard, 2010; Russell, 2003). Moreover, each emotion comprises unique physiological, cognitive, and behavioral components (Christie, 2004; Harmon-Jones, 2019). It is due to these theoretical principles of discrete emotion theory that a valenced approach, such as categorizing emotions as either "positive" or "negative," is avoided, recognizing the complexity and diversity of emotional experiences.

The current research focuses on the discrete emotion of Joy, defined in the current study as a state of positive affect which includes a profound and intense feeling of happiness and delight that arises from within based on an individual's response to external or internal stimuli (Johnson, 2020). It is an emotion that has captivated psychologists and philosophers for centuries, recognized as a fundamental emotion with a profound influence on human behavior. Joy is relevant for several reasons in relation to its implementation and integration into nonprofit leadership. First, emotional contagion can be a major benefit for nonprofit leaders in expressing or demonstrating joy. Joy is known to be highly contagious in comparison to other emotions (Petitta, et al., 2017; Petitta, et al., 2021). For example, Petitta et al. (2017) identified that doctors and nurses can absorb and feel joy when it is displayed by leaders in their workplace. Thus, on the basis of these findings, when leaders radiate joy, their positive energy could resonate with their followers and uplift their mood but also potentially other desirable outcomes. This potential is evidenced by prior work on joy which has shown it to predict higher levels of satisfaction, higher employee engagement and higher workplace productivity (Balik, 2018; Hartmann et al., 2021; Liu, 2019). Specifically, the work of Hartmann et al. (2021) evidenced how an emotional culture of joy can build team resilience via generating greater levels of mutuality and reflexivity.

Secondly, joy enhances feelings of connection and relatability (Liu, 2019; Manion, 2003). Leaders who openly express joy could strengthen trust and rapport with followers, critical

factors for team success (Van Cappellen, 2020). Joy is an ideal emotion to consider in the study of leadership as it enhances the development of meaningful connections with the world and others (Liu, 2019; Manion, 2003; Van Cappellen, 2020). Joy is also reported in the literature to be mostly experienced in the presence of others (Arnett, 2022) and is related to a sense of belonging and a shared experience of joy (Cottrell, 2016; Robbins, 2006).

Thirdly, joy has been shown to increase cognitive functioning and curiosity, potentially enabling leaders in nonprofits to enhance their followers' knowledge, creativity and innovation (Petitta et al., 2021), qualities which nonprofits aspire to foster to aid value creation (Huang & Hui-Kuang, 2011). In support of this, Tornare et al. (2017) highlights the positive impact of joy on educational performance among students. Their research demonstrated that feelings of joy by a student can significantly improve academic outcomes and overall educational experience. In a separate study Jiang et al. (2019) discovered that entrepreneurs who express joy during pitches are more likely to succeed.

Whilst these findings and discussion highlight the importance of joy as a discrete emotion and its impact in a variety of fields, its specific consideration within nonprofit leadership, remains unclear. This aspect warrants exploration, as disregarding a discrete emotion perspective to joy may oversimplify the intricacies of this emotion and overlook potential insights crucial for effective nonprofit leadership. Hence, the current research aims to provide an overview and synthesis of existing nonprofit leadership literature, with a specific focus on joy, to offer valuable insights.

Prior Systematic reviews of Related Areas and the Current Review

As suggested by Paul et al. (2021) and colleagues, it is imperative to acknowledge and critically evaluate prior systematic reviews in related areas to contextualize the systematic review being undertaken. In the realm of emotions and/or leadership, examples of reviews include Clarkson et al.'s (2020) examination of emotional contagion in leadership, Gomez-Leal et al.'s (2022) exploration of emotional intelligence in school leaders (principals), Huxtable-Thomas et al.'s (2016) investigation into discrete emotions in entrepreneurial leadership, and Gu et al.'s (2023) analysis of appreciative joy. While other systematic literature reviews have delved into leadership within the nonprofit sector (Gazley, 2021; Stock & Erpf, 2022), none have specifically addressed the concepts of positive affect, particularly joy, within nonprofit leadership, aligning with the focus of the current review.

The literature offers various rationales for conducting systematic reviews (see Paul et al., 2021). This study aligns with a conceptual review (Paul et al., 2021) and a scoping approach (Mun et al., 2018) as it aims to introduce a new perspective on leadership through the discrete emotion of joy, providing fresh insights for future research in nonprofit scholarship. Accordingly, this research will not exclusively focus on "joyful leadership" but will instead evaluate the incorporation of joy into leadership research within the nonprofit literature. This approach is in line with the principles of a scoping review outlined by Mun et al. (2018), which suggest that research may prioritize identifying specific characteristics or concepts in papers or studies. This aligns with the current research's objective to assess the extent to which the concept of joy has been considered in papers or studies within nonprofit leadership research. Therefore, the conceptual and theoretical examination of the literature will establish the groundwork for proposing a conceptual framework for the discrete consideration of joy in future nonprofit leadership scholarship and practice.

Methodology

The current study undertakes a systematic literature review, which allows for a replicable review process, designed to consider the full extent of the academic literature, whilst minimising bias through a clearly documented and auditable process (Moher et al., 2009).

The current systematic review utilizes the PRISMA protocol – Preferred Reporting Items for Systematic reviews and Meta-Analyses (Moher et al., 2009) – which is a widely recognised process of systematic literature reviews (Brennan & Munn, 2021). It also draws on recent exemplar systematic literature reviews related to the nonprofit sector, emerging in the academic literature to enhance a consistency of approach and maximise academic rigour (Maier et al., 2016; van Teunenbroek et al., 2020). The current systematic literature review was conducted over three distinct phases, scoping review, database selection and PRISMA protocol, and data extraction.

Scoping review (phase one).

During phase one, initial scoping was undertaken to determine the size and scope of the literature available and identify key search terms, and inclusion and exclusion criteria (Tranfield et al., 2003). Google Scholar was utilized for the initial scoping activities which produced approximately 33,800 results including articles, books and conceptual papers, the initial key words are summarised in table 1. It is worth noting that “AND” and “OR” are Boolean operators commonly used in constructing search strings. Specifically, “OR” is utilized to identify articles that contain either of the terms provided (e.g., “joy OR joyful”). On the other hand, “AND” is employed to connect the search strings, ensuring that terms like “joy” and related terms, “leadership” and related terms, and “nonprofit” and related terms are present in the retrieved articles. This approach guarantees that each article encompasses representation from at least one term within each search string, as outlined in table 1, and that only one search was required to be conducted with the terms used.

Table 1. Key Words and Associated Key Words Identified Through the Scoping Process

Systematic Review Key Search Terms	Search string 1	Search string 2	Search string 3
	“joyful”	(AND)	(AND)
	(OR)	“leadership”	Not-for-profit
	“Positive Affect”	(OR)	(OR)
	(OR)	“Leader”	Nonprofit
	“Joy”	(OR)	(OR)
	(OR)	“Management”	Non-profit organization
	“Positive Emotion”	(OR)	
	(OR)	“Manager”	
	“Positive Mood”	(OR)	
		“Managing”	
		(OR)	
		“Leading”	

Ten articles considered most relevant to the topic under review were identified and additional relevant key words were added to the search string (see table 2), extending the scope to leadership and management in addition to expanding joyful leadership and positive affect to include both positive mood and positive emotion which was used extensively in the literature (Aboramadan & Dahleez, 2020; Johnson, 2009; Silard, 2018).

Database selection and PRISMA protocol (phase 2).

During the second phase, five databases most relevant to the research question were selected, namely, Proquest Business, EBSCOhost, Scopus, Emerald, and Sage Publications. These five

databases were identified during the scoping process as those most consistently containing articles relevant to the initial search terms. These databases are also consistent with those commonly employed by systematic reviews in the nonprofit and leadership areas (Maier et al., 2016; Lacerda et al., 2020; Ortega-Rodríguez et al., 2023). An initial search of the key search terms produced a total result of 59,869 items (see table 3) prior to a set of selection criteria being applied to limit the scope to the most relevant journal articles. Five key selection criteria were utilized in the selection of relevant items.

Table 2. Scoping articles for identifying search terms (in chronological order)

-
- Johnson, S. K. (2009). Do you feel what I feel? Mood contagion and leadership outcomes. *The Leadership Quarterly*, 20(5), 814-827.
- Chi, N. W., Chung, Y. Y., & Tsai, W. C. (2011). How do happy leaders enhance team success? The mediating roles of transformational leadership, group affective tone, and team processes 1. *Journal of Applied Social Psychology*, 41(6), 1421-1454.
- Seong, J. Y., & Choi, J. N. (2014). Effects of group-level fit on group conflict and performance: The initiating role of leader positive affect. *Group & Organization Management*, 39(2), 190-212.
- Allen, S., Winston, B. E., Tatone, G. R., & Crowson, H. M. (2018). Exploring a model of servant leadership, empowerment, and commitment in nonprofit organizations. *Nonprofit Management and Leadership*, 29(1), 123-140.
- Silard, A. (2018). Emotions for a cause: How the emotion expression of nonprofit leaders produces follower engagement and loyalty. *Nonprofit and Voluntary Sector Quarterly*, 47(2), 304-324.
- Johansen, M. S., & Sowa, J. E. (2019). Human resource management, employee engagement, and nonprofit hospital performance. *Nonprofit Management and Leadership*, 29(4), 549-567.
- Kammerhoff, J., Lauenstein, O., & Schütz, A. (2019). Tuning into performance and satisfaction in nonprofit orchestras: One link between transformational leadership and satisfaction is through reduction in conflict. *Nonprofit Management and Leadership*, 30(2), 321-338.
- Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: the role of work engagement. *Journal of Management Development*.
- Peng, S., Liao, Y., & Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations: A moderated mediation model. *Public Personnel Management*, 49(1), 29-56.
- Shier, M. L., & Handy, F. (2020). Leadership in nonprofits: social innovations and blurring boundaries. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 31(2), 333-344.
-

First, each article was required to contain the three key words or associated key words identified from the scoping review. They are Positive Affect, Joy, Positive Emotion, Positive Mood, Leader, Management, Manager, Managing, Leading, Not-for-profit, Nonprofit, Non-

profit organization to ensure the relevance to all three concepts and to eliminate articles related to the for-profit or government sector.

We include terms such as positive emotion, positive mood, and positive affect, alongside joy and joyful, in our study to thoroughly explore joy. This is crucial because joy may be concealed within valence-based studies, where it is measured or considered but overshadowed by aggregation with other positive emotions. Thus, to comprehensively assess the extent to which joy has been addressed in nonprofit leadership literature, we incorporated search terms like positive affect, positive emotion, and positive mood. These terms enable us to identify instances where joy has been examined in these studies. For instance, studies that may consider “positive emotion” could encompass joy as part of their measurement, and excluding such a search term would result in overlooking a comprehensive analysis of joy’s consideration.

The terms nonprofit, not-for-profit, and non-profit organization were also deemed appropriate for the following reasons. These terms were identified within the scoping review to be consistently but interchangeably used to identify the sector under study. Therefore, all variations were included within the search terms. Moreover, the inclusion of these terms aligns with the review conducted by Gazley and Guo (2020) and offers a broader scope compared to other reviews that solely utilize the term nonprofit in their searches (Lacera et al., 2020; Richardson et al., 2023). A total of 59,869 items were identified using the identified search string across all five databases.

Second, only scholarly, peer reviewed articles, as determined by the relevant databases, were included in the scope of the study to ensure the academic rigour, quality and integrity of the review. There were 53,700 items excluded during this stage as they were not peer reviewed articles published in a scholarly journal with relevance to the topic under study. Next, the third criteria excluded articles that were not presented in the English language. One hundred and one articles were excluded implementing this criterion. Fourth, the identified database searches were conducted in September 2023 and within a date range of 2011 to 2023. Consistent with other systematic reviews in leadership (Harris et al., 2021) and nonprofit domains (Baluch & Hans-Gerd Ridder, 2021) a range was used to ensure more contemporary literature on joy and leadership in the nonprofit sector were retained. With this this criterion applied a further 1,743 articles were removed.

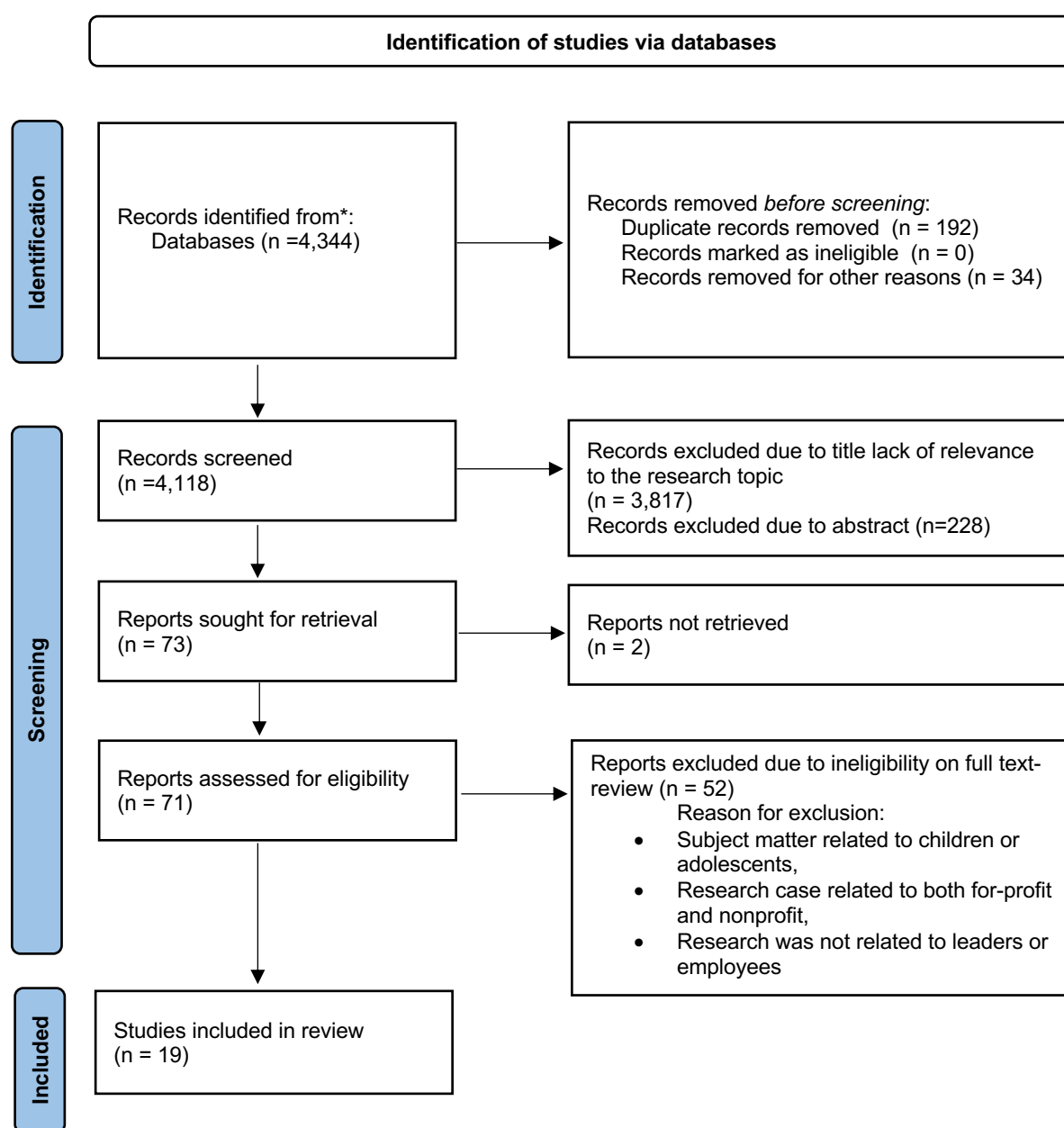
Fifth, articles that were not solely focused on nonprofit organizations – for example, some studies considered both for-profit and nonprofit organizations (n=31) – were excluded to ensure replicability and to acknowledge the unique complexity of leadership in the nonprofit sector (Megheirkouni, 2017; Shier & Handy, 2020).

Table 3. Database Search Results with Selection Criteria Applied

	Proquest Business	EBSCO host	Scopus	Emerald	Sage Public- ations	Total
Key Word Search	56 430	322	20	1195	1902	59 869
Exclusion of non-Peer Reviewed Articles	3 795	87	17	826	1444	6 169
English Language Only	3 759	41	16	826	1444	6 068
Date range 2011 – September 2023	2 569	41	14	739	981	4 344

During phase two, the PRISMA protocol (Brennan & Munn, 2021; Moher et. al., 2009) was utilized (see Figure 1) to identify relevant articles. From the 4,344 articles remaining after the selection criteria were applied a further 192 duplicate records were removed. A further 34 items were removed for other reasons, with the most prevalent reasons being that the article, whilst unrelated to the research topic, had been included in the search as the author's name included the name Joy, the full article was not available or the full article was only available in a language other than English. A total of 4,118 records underwent screening based on their titles or both titles and abstracts. Among these, 73 articles were identified for retrieval due to their relevance to the research topic. Examples of papers that were screened out included those lacking a clear focus on nonprofits, leadership, or any mention of positive affect or joy in their titles and abstracts.

Figure 1. PRISMA Protocol Applied to Systematic Literature Review from Consolidated Articles from Identified Databases.



Note: Adapted from (Moher et al., 2009)

Two articles were unable to be extracted during retrieval, resulting in a total of 71 articles retrieved. Of the 71 articles retrieved, 19 were included in the review with the remaining 52 being excluded. There were four primary reasons for exclusion including that the research participants identified were children or adolescents and not leaders or employees and the fact that upon full analysis of the research, the study related to a combination of for-profit or government organizations and not exclusively to nonprofit organizations. The full list of articles included in the review is outlined in table 4 in the Results section.

Data extraction (phase three).

During phase three, data was extracted from the 19 articles included in the review. Each paper was examined extensively to identify key concepts, selected theory and methodology, along with the location of the study and the research participants. Each article was also assessed in terms of quality across five dimensions. Whilst quality of papers can be difficult to determine (Kmet et al., 2004), the five-dimensional quality assessment tool initially developed and used by Connolly et al. (2012) and subsequently used in later systematic review (see Johnson et al. (2017) for example) provided a basis for researcher decision making. Each paper included in the review underwent assessment by one of the researchers serving as the lead coder, with a second team member acting as a reliability coder for comparison and ensuring accuracy. These assessments were conducted independently to evaluate quality, considering the appropriateness of the research design, methods for data collection and analysis, generalizability of findings to the target population, relevance to the study research question, and the extent to which the findings can be trusted to address the specified research question.

Each dimension was rated on a three-point scale according to the protocol developed by Connolly et al. (2012), with a rating of 3 indicating high quality for each criterion, 2 denoting medium quality, and 1 representing low quality for the specified criterion. The final quality score ranged between 5 and 15. To ensure assessment accuracy and consistent with the procedures of other systematic reviews (Johnson et al., 2017; Riedel et al., 2022), an inter-rater reliability score was calculated for each criterion, with Cohen's kappa scores of $\geq .70$, indicating high satisfactory levels of reliability between the coders. The results of the systematic review are presented next.

Results

Description of the Studies

Articles included in the review were published in 11 out of 13 years over the 13-year period with the exception of 2012 and 2019 demonstrating no clear pattern of growth or decline that is currently discernible. With the exception of 2019, there was an observable slight increase in the number of publications over the course of the initial ten years with 2018 (n=4) and 2020 (n=3) showing the highest number in one year, however one article per year was recorded in the most recent three years.

Citations were variable over the range of articles with the highest being 355 citations (Wells & Welty Peachey, 2011) and the lowest being zero citations, which could be attributed to the recency of the studies and their publication (Borde et al., 2023; Dada et al., 2020).

When considering the research designs of the studies, quantitative research methods were the primary method employed (n=12), followed by qualitative research methods (n=4), mixed methods (n=1), and conceptual (n=2). Research participants identified in the 19 articles were employees or leaders in nonprofit organizations with notable limited studies (n=3) considering donors or volunteers.

Quality assessment of studies

One of the aims of the current research is to assess the quality of the current literature and current patterns regarding the research designs and approaches used considering joy in the nonprofit leadership literature. In relation to quality assessment, the quality of the papers ranged from 6 to 12 with a mean rating of 8.05 for the 19 studies assessed, suggesting the current body of literature as a whole is of moderate quality. Upon deeper inspection of the studies and their ratings, 15 of the articles were assessed to be of higher quality (quality score of 9 or above) (see table 4). Articles with a score of less than 9 were seen as being lower quality in relation to the quality analysis.

Table 4. *Quality Assessment of Articles included in the Review in Order of Overall Quality Rating*

Paper	Research Design	Data	Generalisability	Relevance	Trustworthiness	Total
Chauhan et al., (2021)	2	2	3	3	2	12
Kolodinsky et al., (2018)	3	3	3	2	2	12
Reinhardt & Enke, (2020)	2	2	3	2	2	12
Widianto & Wilderom, (2022)	2	2	3	3	2	12
Dada et al., (2020)	2	3	1	3	2	11
Silard (2018)	2	2	2	3	2	11
Borde et al., (2023)	2	3	2	2	2	10
Aboramadan & Dahleez, (2020)	2	2	1	2	2	9
Ben Hador (2016)	2	1	2	2	2	9
Chen & Nakazawa, (2017)	2	1	2	2	2	9
do Nascimento et al., (2018)	2	1	2	1	2	9
Hess & Bacigalupo (2013)	2	1	2	2	2	9
Wells & Welty Peachey (2011)	2	2	2	1	2	9
Mannarini et al., (2018)	2	1	2	2	2	9
Puls et al., (2014)	2	2	1	2	2	9
Bassous (2015)	2	1	1	2	1	7
Li, Tsai & Lin (2014)	1	1	1	1	2	7
Renard & Snelgar (2016)	1	1	1	2	1	6
Thomas & Pingle (2017)	1	1	1	2	1	6

Use of Theory

Next, the use of theory within the studies included in the systematic review were considered. The results demonstrates that there was a diversity of theories used within the studies, suggesting a current lack of theoretical parsimony related to the research topic (Barkhi & Sheetz, 2001). The following theories were identified, Social Exchange Theory (n=1), motivational theories (n=2), Dynamic Capability Theory (n=1), Self Determination Theory (n=1), Emotion Theory (n=1) and Theory of Planned Behavior (n=1).

Discrete or valence approach to joy (Aim 1)

In relation to the first aim which involved identifying the extent to which joy has been considered as a discrete emotion or as part of positive affect in the current nonprofit leadership literature the following was found. Positive affect was presented in the literature as a generalised concept which was not nuanced to the more specific discrete emotion of joy (n=17). Positive affect, positive emotion and positive mood were used interchangeably (do Nascimento et al., 2018; Renard & Snelgar, 2016; Silard, 2018) with more discrete emotion terms being referred to in the literature rarely (n=2) such as happy and joy (Renard & Snelgar, 2016; Reinhardt & Enke, 2020). Positive emotions, categorised in the literature as positive affect or emotional intelligence, presented themselves in the literature as a suite of emotions including joy, happiness, optimism, courage and trust (Hess & Bacigalupo, 2013; Puls et al., 2014) with no nuance presented in the literature to delineate these key concepts (Chauhan et al., 2023; Chen & Nakazawa, 2017; Hess & Bacigalupo, 2013). Recognition however was made in one study of both the outward manifestation of an emotion and its psychological state (Puls et al., 2014) and a further study mapped eight emotions in participant responses utilizing sentiment analysis as an opportunity to provide a more nuanced approach to the understanding of specific emotions (Chen & Nakazawa, 2017). One study examined both positive and negative affect as a generalised concept (Chauhan et al., 2023).

Most articles maintained a valence-based interpretation of participant emotion (n=17); positive affect was seen in the literature as having both an interpersonal and intrapersonal dimension (Hess & Bacigalupo, 2013) with leaders being recognised as playing a role in the behavior and emotional response of followers and the development of follower positive affect (do Nascimento et al., 2018; Ben Hador, 2016; Borde et al., 2023; Li et al., 2014). This recognition of the influence of positive affect was also identified as having a positive impact on the performance, engagement, citizenship behavior and proactive behaviors of followers (Li et al., 2014; Renard & Snelgar, 2016; Silard, 2018; Widiyanto & Wilderom, 2022). A correlation was also identified between negative affect and lowered loyalty and engagement of followers (Silard, 2018).

Positive affect within the valence-based interpretation was also associated with concepts of leadership such as authentic, transformational, charismatic or servant leadership, which presented itself as another key theme in the literature. In 10 out of the 19 studies identified in the systematic literature review, positive affect was associated with the leadership style of the leader in the nonprofit organization (Bassous, 2015; Kolodinsky et al., 2018; Wells & Welty Peachey, 2011) with transformational leadership featuring most prominently (Bassous, 2015; Chauhan et al., 2023; Kolodinsky et al., 2018; Wells & Welty Peachey, 2011). Transformational leadership was categorised as being the process of raising followers to higher levels of motivation, through charisma, inspiration, intellectual stimulation and individualised consideration (Kolodinsky et al., 2018). Leaders of nonprofit organizations who demonstrated a transformational style were seen to have a positive impact on the satisfaction, affect, motivation, engagement and performance of followers (Aboramadan & Dahleez, 2020; Bassous, 2015; do Nascimento et al., 2018; Wells & Welty Peachey, 2011).

Similarly, charismatic, authentic, paternalistic leadership and servant leadership styles were also associated with joy in the identified research articles (Aboramadan & Dahleez, 2020; Borde et al., 2023; Kolodinsky et al., 2018; Puls et al., 2014). In the literature, an authentic leadership style was associated with joy as well as other emotions through genuine warmth and interpersonal and intrapersonal elements, demonstrating emotional intelligence, engendering trust and confidence in followers (Puls et al., 2014). Charismatic leadership was associated with both engagement and citizenship behaviors of followers (Kolodinsky et al., 2018) and servant leadership was seen to utilize both personal and behavioral traits associated with emotional intelligence (Aboramadan & Dahleez, 2020; Hess & Bacigalupo, 2013).

Joy and Outcomes (Aim 2)

When joy has been considered in relation to the outcomes for stakeholders, evidence was shown that it is associated with both employee engagement and performance. Additional aspects of leadership which included joy were also considered, alongside being influential in the performance of nonprofit organizations and in the engagement and performance of followers, including the individual characteristics of the leader such as charisma, paternalism, individualised consideration, interpersonal and management skills (Aboramadan & Dahleez, 2020; Borde et al., 2023; Puls et al., 2014). An individual leader's experience, strengths and weaknesses were also considered as important attributes in the literature (Reinhardt & Enke, 2020).

In addition to the individual characteristics of the leader, job related characteristics were determined in the literature to exist alongside joy as influencing employee outcomes, including job autonomy, task significance (Kolodinsky et al., 2018; Puls et al., 2014) and interpersonal characteristics such as team performance and a harmonious organizational atmosphere (Kolodinsky et al., 2018; Li et al., 2014). A supportive organizational environment was also associated in the literature with employee engagement and performance (Kolodinsky et al., 2018; Mannarini et al., 2018), as was a sense of organizational purpose particular to nonprofit organizations (Kolodinsky et al., 2018; Mannarini et al., 2018; Silard, 2018).

Nonprofit stakeholder considerations

What is also apparent throughout the literature is the varying degrees of examination of the stakeholder perspective (figure 4). In one case, the research considered a broad multiple stakeholder perspective including leaders, volunteers, board members and employees (Chen & Nakazawa, 2017). In a small number of the papers more than one stakeholder was considered in relation to emotion and leadership (Hess & Bacigalupo, 2013; Puls et al., 2014; Silard, 2018; Wells & Welty Peachey, 2011; Widiyanto & Wilderom, 2021), however the majority explored a single stakeholder perspective, employee, leader or volunteer (Aboramadan & Dahleez, 2020; Bassous, 2015; Dada et al., 2020; do Nascimento et al., 2018). For nonprofit organizations, this of particular relevance due to the multiple stakeholders that are essential to the success of the sector.

Figure 4. Stakeholders Considered Through the Systematic Review



Discussion

Guided by a Discrete Emotion Theory perspective, this study undertook a systematic review to uncover the extent to which joy and leadership in the nonprofit leadership literature had been considered and researched. As demonstrated in the results, there is currently an overreliance on a valenced approach to emotions (Ben Hador, 2016; Chauhan et al., 2023; do Nascimento et al., 2018; Li et al., 2014). Recall that a valenced approach is characterised by the description of the emotion as either positive or negative, and not as a discrete emotion such as is the case with joy or pride (Harmon-Jones; 2019), which was captured by the search terms of positive emotions, positive affect and positive mood. In a valenced approach, joy is often coupled with other positive emotions, which is counter to the perspectives and tenants of discrete emotion theory. Thus, whilst joy has been treated as a distinct discrete emotion in other bodies of literature (Manion, 2003; Morath et al., 2014), this has yet to be widely adopted in the nonprofit leadership literature. By embracing discrete emotion approaches in nonprofit leadership research, nonprofit scholarship can unlock a realm of untapped potential in emotions such as joy. Incorporating the concept of joy as a distinct and discrete emotion within nonprofit leadership could provide invaluable insights and a more nuanced understanding of the complex dynamics, opportunities and problems faced by nonprofit organizations and their leaders. Such an approach has the potential to revolutionise the field, paving the way for more effective strategies, improved leadership practices, and ultimately, greater societal impact.

Another important insight from the review is the lack of theoretical consistency that exists within the body of literature. The papers presented in the systematic literature review drew on a range of theories including motivational theories (Bassous, 2015; do Nascimento et al., 2018), theory of planned behavior (Reinhardt & Enke, 2020; Renard & Snelgar, 2016), social exchange theory (Li et al., 2014) and exit voice theory (Wells & Welty Peachey, 2011). Only six of the papers drew specifically on theories or frameworks of emotion including emotional intelligence (Hess & Bacigalupo, 2013; Puls et al., 2014), affective commitment (Aboramadan & Dahleez, 2020); Emotion Theory (Borde et al., 2023) and more generalised conceptualisations of emotion including multiple layers of emotion (Aboramadan & Dahleez, 2020) and emotion related behaviors (Silard, 2018). This lack of theoretical parsimony presents an exciting opportunity to establish a foundation of theoretical consistency in the realm of leadership and joy (emotion) within the nonprofit sector of which the current study provides some theories for consideration of future scholarship.

First, consistent with the overarching premise of this study, future nonprofit leadership research should consider embracing and utilizing Discrete Emotion Theory. Presenting a more nuanced approach to emotion potentially allows for more effective measurement of emotion and leadership in the nonprofit sector as well as a more nuanced understanding for scholars and practitioners. Very broadly, Discrete Emotion Theory posits that a number of discrete human emotions can be identified and defined according to a set of behavioral and nonverbal features, autonomic patterns and language (Russell, 2003). Whilst considered here specifically in the context of joy and positive affect, Discrete Emotion Theory has been used to identify a range of discrete and specific emotions such as worry (Eckland et al., 2021) and anger (McKasy, 2020). Extending on these studies lends itself to the possibility of further research in the nonprofit context of specific and discrete emotions relation to leadership.

While theoretically underpinned and justified, the current reviews primarily focused on joy in nonprofit leadership, possesses limitations that offer opportunities for future reviews and empirical investigations. Nonprofit and leadership scholarship would gain from adopting a discrete emotion theory perspective, which encompasses negative affect (emotions) – a dimension overlooked in the current review. Often referred to as the "dark side" of leadership (Mackey et al., 2021), exploring and elucidating how discrete negative emotions such as anger and guilt manifest in nonprofit leadership could yield valuable insights into how their utilization may yield less favorable outcomes.

Secondly, in the realm of nonprofit leadership research, it is worth considering the application of Affect as Information Theory (Storbeck & Clore, 2008) and examining specific emotions like joy. This approach would shed light on how emotions influence the processing and utilization of relevant information, as well as how they signify the value and significance of the information, subsequently impacting judgment, decision-making, and behaviors (Storbeck & Clore, 2008). Previous studies within the nonprofit literature have already demonstrated the utility of Affect as Information Theory (Shlefer & Kogut, 2021), and delving into more discrete emotions could offer greater precision and nuanced insights as to how emotional states such as joy serve as a source of information or mental heuristic to evaluating situations in nonprofit settings (Storbeck & Clore, 2008).

A third emotional theory worthy of consideration is the concept of emotional contagion and its potential impact within the nonprofit sector. Emotional contagion refers to the phenomenon where individuals "catch" or are influenced by the emotions of those around them (Herrando & Constantinides, 2021). In the context of nonprofits, leaders who consistently display positive affect could effectively transfer this positivity to employees, fostering a more positive and supportive work environment (Peng et al.; Kammerhoff et al., 2019). Combining emotional contagion with a discrete approach to consider specific emotions such as joy could help isolate or pinpoint the specific emotions required by nonprofit leaders to enhance employee morale, motivation, and overall organizational effectiveness, ultimately benefiting the nonprofit's mission and the communities it serves.

One final area worthy of consideration relates to an area of complexity that is significant for nonprofit organizations. Leaders in nonprofit organizations are often managing multiple stakeholders such as donors, volunteers, and employees (Mato-Santiso et al., 2021). A stakeholder perspective provides a catalyst to examine all stakeholder groups and to consider their unique and value contributions (Bridoux & Stoelhorst, 2022), as well as their role in emotion and leadership. This means extending research beyond the more atypical leader and employee stakeholder groups to include a broader perspective including volunteers, donors and the community. In examining the identified gaps in the literature presented in the systematic review, it is clear a limited stakeholder perspective currently exists with the work of Borde et al. (2023) being the one exception. Building on the work of Borde et al. (2023), an opportunity exists to examine the multiple perspectives of stakeholders in regards to their role in nonprofit organizations. Who and how emotions are experienced in the nonprofit sector has received limited coverage in the current literature.

Implications for Further Research

Recommendations for theory development

From the research presented in the systematic literature review it is apparent that this body of knowledge would benefit from an enhanced theorization into discrete positive emotions and leadership in the specific context of the nonprofit sector. This area of study would benefit from a movement toward greater theoretical parsimony as it emerges out of its infancy. Ongoing theory examination and empirical research will provide the basis for such parsimony. Current theories utilized lend themselves more to motivational theories with only a small number drawing on theories of emotion to inform their development. Discrete Emotion Theory, Affect as Information Theory and Emotional Contagion are offered as starting points for a theorization conversation. Stakeholder Theory too lends its support to the conversation around the nonprofit sector, however, does not address the fundamental emotional aspect that this body of literature denotes. Providing a theoretical conversation based in emotion potentially provides a language for scholars and practitioners to extend on the current conversation.

Recommendations for empirical research

A clear aim of the current paper is to identify the current patterns in the existing literature around joy and leadership in the specific context of the nonprofit sector. The opportunity around empirical research then, is three-fold. In relation to joy but also potentially other discrete emotions, both qualitative and quantitative studies would extend our understanding of these concepts in leadership. There is currently very limited literature existing in this area in the nonprofit space, particularly isolating and considering discrete emotions, such as joy. Current studies are generally geared toward a quantitative approach though three of the studies took a qualitative approach. Mixed methods papers (n=1) were limited. Within the quantitative papers, the method most consistently used was that of survey's promoting consideration of other methods of study such as an experimental design that should be given deliberation in this area. The goal of this paper is not to be prescriptive but to provide researchers with guidance around the methods and designs that may move this research area forward.

A second consideration for empirical research relates to the stakeholder perspective, which is particularly relevant to the nonprofit context. Who and how emotions such as joy are experienced by stakeholders in the nonprofit sector is a topic worthy of consideration. Drawing on the perspectives of various stakeholders using both quantitative and qualitative analysis will provide a deeper and richer understanding of the experience of stakeholders and their contextual experience of emotion.

A final consideration lies in determining the conceptual approach to further our understanding of nonprofit leadership and joy. While the current research is firmly rooted in leadership studies, the discourse surrounding leadership and positive emotions like joy within the nonprofit sector suggests opportunities for multidisciplinary approaches to cultivate a more nuanced understanding of these concepts. Incorporating insights from scholars versed in the nature of joy and positive affect, as well as leadership experts and nonprofit practitioners, promises to deepen and enrich the ongoing conversation in this domain.

Recommendations for practice

Conversations around practice must also enter into the thinking in the space of positive affect, joy and leadership in the nonprofit sector. Leadership is critical to achieving long-term success in nonprofit organizations, with leaders being presented with unique challenges due to the nature and characteristics of these organizations (Aboramadan & Dahleez, 2020; Li et al., 2014; Renard & Snelgar, 2016). These unique characteristics and challenges have begun to be addressed in the literature, identified in the systematic literature review (Bassous, 2015; Renard & Snelgar, 2016; Silard, 2018). The literature however on the specific context of the nonprofit sector is currently too vague and lacking methodological consistency. What is clear here though is there is real promise in understanding the role of positive affect and joy as the field of study moves forward. There are some strong indicators that leadership effectiveness in the nonprofit space is enhanced by positive affect, with the more discrete emotion of joy still in need further study. If theoretical consistency was achieved there is real potential for practitioners to implement ideas around positive affect and joy for the multiple stakeholders present in their organizations.

Conclusion

In conclusion, the current nonprofit leadership literature has primarily approached joy as part of positive affect rather than as a discrete emotion, despite calls for a more nuanced approach. This research aimed to identify the extent of this trend, synthesize the outcomes influenced by joy, and assess the quality of the literature. The review revealed limited progress in the past decade and attributed it to a lack of theoretical clarity and limited research in the field. However, this presents an opportunity for researchers to address the gaps highlighted in this

review and contribute valuable insights for future research and practice in the nonprofit leadership domain.

Disclosure Statement

The authors declare no potential conflicts of interest with respect to the research, authorship, and publication of this article.

Funding

This article was partially funded by an Australian Government RTP Scholarship.

References

- Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: the role of work engagement. *Journal of Management Development*, 39(7/8), 869-893. <https://doi.org/10.1108/jmd-12-2019-0499>
- Allen, S., Winston, B. E., Tatone, G. R., & Crowson, H. M. (2018). Exploring a model of servant leadership, empowerment, and commitment in nonprofit organizations. *Nonprofit Management and Leadership*, 29(1), 123-140. <https://doi.org/10.1002/nml.21311>
- Arnett, J. J. (2022). Joy: An integrative theory. *The Journal of Positive Psychology*, 1-14. <https://doi.org/10.1080/17439760.2022.2053878>
- Ashkanasy, N. M., & Humphrey, R. H. (2011). Current emotion research in organizational behaviour. *Emotion Review*, 3(2), 214-224. <https://doi.org/10.1177/1754073910391684>
- Balik, B. (2018). Joy in work: The vital role of nursing leadership. *Nurse Leader*, 16(4), 220-223. <https://doi.org/10.1016/j.mnl.2018.05.006>
- Baluch, A. M., & Ridder, H. G. (2021). Mapping the research landscape of strategic human resource management in nonprofit organizations: A systematic review and avenues for future research. *Nonprofit and Voluntary Sector Quarterly*, 50(3), 598-625. <https://doi.org/10.1177/0899764020939653>
- Barkhi, R., & Sheetz, S. D. (2001). The state of theoretical diversity. *Communications of the Association for Information Systems*, 7(1), 6. <https://doi.org/10.17705/1cais.00706>
- Bassous, M. (2015). What are the factors that affect worker motivation in faith-based nonprofit organizations?. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 26(1), 355-381. <https://doi.org/10.1007/s11266-013-9420-3>
- Ben Hador, B. (2016). How intra-organizational social capital influences employee performance. *Journal of Management Development*, 35(9), 1119-1133. <https://doi.org/10.1108/jmd-12-2015-0172>
- Bernard, N. (2019). Resilience and professional joy: A toolkit for nurse leaders. *Nurse Leader*, 17(1), 43-48. <https://doi.org/10.1016/j.mnl.2018.09.007>
- Borde, P. S., Arora, R., & Kakoty, S. (2023). Paternalistic Leadership and Organizational Commitment in the Service-Sector: The Moderating Role of Positive and Negative Affect. *South Asian Journal of Management*, 30(2), 151-183. <https://www.proquest.com/scholarly-journals/paternalistic-leadership-organizational/docview/2852036768/se-2>
- Brennan, S. E., & Munn, Z. (2021). PRISMA 2020: A reporting guideline for the next generation of systematic reviews. *JBIM Evidence Synthesis*, 19(5), 906-908. <https://doi.org/10.11124/jbies-21-00112>

- Bridoux, F., & Stoelhorst, J. W. (2022). Stakeholder theory, strategy, and organization: Past, present, and future. *Strategic Organization*, 20(4), 797-809.
<https://doi.org/10.1177/14761270221127628>
- Cañas-Lerma, A. J., Campos-Vidal, J. F., & Verger, S. (2022). “Our focus is on illness and loneliness”: Volunteer work engagement, compassion satisfaction, compassion fatigue, self-care and motivations to volunteer. *Health & Social Care in the Community*, 30(6), e6631-e6644. <https://doi.org/10.1111/hsc.13934>
- Chauhan, R. S., Howe, D. C., & Soderberg, A. (2021). Reviewing and rebalancing the positive skew of emotions in transformational leadership. *Management Research Review*, 44(8), 1085-1107. <https://doi.org/10.1108/mrr-08-2020-0496>
- Chen, Y. W., & Nakazawa, M. (2017). Emotions and Pan-Asian organizing in the US southwest: Analyzing interview discourses via sentiment analysis. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 28(6), 2785-2806. <https://doi.org/10.1007/s11266-017-9916-3>
- Chi, N. W., Chung, Y. Y., & Tsai, W. C. (2011). How do happy leaders enhance team success? The mediating roles of transformational leadership, group affective tone, and team processes. *Journal of Applied Social Psychology*, 41(6), 1421-1454.
<https://doi.org/10.1007/s11266-017-9916-3>
- Choudhary, N., Naqshbandi, M. M., Philip, P. J., & Kumar, R. (2017). Employee job performance: The interplay of leaders’ emotion management ability and employee perception of job characteristics. *Journal of Management Development*, 36(8), 1087-1098. <https://doi.org/10.1108/jmd-10-2016-0195>
- Christie, I.C., (2004). Autonomic specificity of discrete emotion and dimensions of affective space: A multivariate approach. *International Journal of Psychophysiology*, 51(2).
<https://doi.org/10.1016/j.ijpsycho.2003.08.002>
- Chunta, K. S. (2020). New nurse leaders: creating a work-life balance and finding joy in work. *Journal of Radiology Nursing*, 39(2), 86-88.
<https://doi.org/10.1016/j.jradnu.2019.12.007>
- Clarkson, B.G., Wagstaff, C.R., Arthur, C.A. & Thelwell, R.C., (2020). Leadership and the contagion of affective phenomena: A systematic review and mini meta-analysis. *European Journal of Social Psychology*, 50(1), pp.61-80.
<https://doi.org/10.1002/ejsp.2615>
- Collins, M. D., Dasborough, M. T., Gregg, H. R., Xu, C., Deen, C. M., He, Y., & Restubog, S. L. D. (2022). Traversing the storm: An interdisciplinary review of crisis leadership. *The Leadership Quarterly*. 36 (1). <https://doi.org/10.1016/j.leaqua.2022.101661>
- Connolly, T.M., Boyle, E.A., MacArthur, E., Hainey, T. & Boyle, J.M., (2012). A systematic literature review of empirical evidence on computer games and serious games. *Computers & education*, 59(2), pp.661-686.
<https://doi.org/10.1016/j.compedu.2012.03.004>
- Cottrell, L. (2016). Joy and happiness: A simultaneous and evolutionary concept analysis. *Journal of advanced nursing*, 72(7), 1506-1517.
<https://doi.org/10.1111/jan.12980>
- Dada, J. A., Worlu, R. E., Osibanjo, A. O., Ufua, D. E., & Falola, H. O. (2020). Leadership Capabilities and Operational Efficiency of Faith-based Organisations in Nigeria. *Academy of Strategic Management Journal*, 19(5), 1-13.
- Dasborough, M. T., & Ashkanasy, N. M. (2002). Emotion and attribution of intentionality in leader–member relationships. *The Leadership Quarterly*, 13(5), 615-634.
[https://doi.org/10.1016/s1048-9843\(02\)00147-9](https://doi.org/10.1016/s1048-9843(02)00147-9)
- do Nascimento, T. T., Porto, J. B., & Kwantes, C. T. (2018). Transformational leadership and follower proactivity in a volunteer workforce. *Nonprofit Management and Leadership*, 28(4), 565-576. <https://doi.org/10.1002/nml.21308>
- Eckland, N. S., Sperry, S. H., Castro, A. A., & Berenbaum, H. (2021). Intensity, frequency, and differentiation of discrete emotion categories in daily life and their associations with depression, worry, and rumination. *Emotion*, 22(2), 305.
<https://doi.org/10.1037/em00001038>

- Einolf, C. J. (2022, December 8). Risers, founders, planners and fillers: 4 career paths to get to the top at nonprofits. *The Conversation*. Retrieved from <https://theconversation.com/risers-founders-planners-and-fillers-4-career-paths-to-get-to-the-top-at-nonprofits-194967>
- Emmons, R. A. (2020). Joy: An introduction to this special issue. *The Journal of Positive Psychology*, 15(1). <https://doi.org/10.1080/17439760.2019.1685580>
- Erickson, A., Shaw, J. B., & Agabe, Z. (2007). An empirical investigation of the antecedents, behaviors, and outcomes of bad leadership. *Journal of leadership studies*, 1(3), 26-43. <https://doi.org/10.1002/jls.20023>
- Florence, E. S., Fleischman, D., Mulcahy, R., & Wynder, M. (2022). Message framing effects on sustainable consumer behaviour: a systematic review and future research directions for social marketing. *Journal of Social Marketing*, 12(4), 623-652.
- Gazley, B. (2021). The systematic literature review: Advantages and applications in nonprofit scholarship. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 1-7. <https://doi.org/10.1007/s11266-021-00410-1>
- Gazley, B., & Guo, C. (2020). What do we know about nonprofit collaboration? A systematic review of the literature. *Nonprofit Management and Leadership*, 31(2), 211-232. <https://doi.org/10.1002/nml.21433>
- Gómez-Leal, R., Holzer, A.A., Bradley, C., Fernández-Berrocal, P. & Patti, J., 2022. The relationship between emotional intelligence and leadership in school leaders: A systematic review. *Cambridge Journal of Education*, 52(1), 1-21. <https://doi.org/10.1080/0305764x.2021.1927987>
- Gonzalez-Mendez, R., & Díaz, M. (2021). Volunteers' compassion fatigue, compassion satisfaction, and post-traumatic growth during the SARS-CoV-2 lockdown in Spain: Self-compassion and self-determination as predictors. *Plos one*, 16(9), e0256854. <https://doi.org/10.1371/journal.pone.0256854>
- Gu, X., Zeng, X. & Oei, T.P., 2023. Appreciative Joy: A Critical Review of Empirical Research. *Journal of Happiness Studies*, 24(3), 1303-1318. <https://doi.org/10.1007/s10902-023-00620-y>
- Gutermann, D., Lehmann-Willenbrock, N., Boer, D., Born, M., & Voelpel, S. C. (2017). How leaders affect followers' work engagement and performance: Integrating leader-member exchange and crossover theory. *British Journal of Management*, 28(2), 299-314. <https://doi.org/10.1111/1467-8551.12214>
- Harmon-Jones, E., Harmon-Jones, C., & Summerell, E. (2017). On the importance of both dimensional and discrete models of emotion. *Behavioral Sciences*, 7(4), 66. <https://doi.org/10.3390/bs7040066>
- Harmon-Jones, E. (2019) On motivational influences, moving beyond valence, and integrating dimensional and discrete views of emotion, *Cognition and Emotion*, 33:1, 101-108, DOI: 10.1080/02699931.2018.1514293
- Harolds, J. A. (2020). Quality and safety in healthcare, part LV: Leadership to prevent burnout and increase joy. *Clinical Nuclear Medicine*, 45(2), 123-124. <https://doi.org/10.1097/RLU.0000000000002714>
- Harris, A., Jones, M., & Hashim, N. (2021). System leaders and system leadership: Exploring the contemporary evidence base. *School Leadership & Management*, 41(4-5), 387-408.
- Hartmann, S., Weiss, M., Hoegl, M., & Carmeli, A. (2021). How does an emotional culture of joy cultivate team resilience? A sociocognitive perspective. *Journal of Organizational Behavior*, 42(3), 313-331. <https://doi.org/10.1002/job.2496>
- Herrando, C., & Constantinides, E. (2021). Emotional contagion: a brief overview and future directions. *Frontiers in psychology*, 12, 2881.
- Hess, J. D., & Bacigalupo, A. C. (2013). Applying emotional intelligence skills to leadership and decision making in non-profit organizations. *Administrative Sciences*, 3(4), 202-220. <https://doi.org/10.3390/admsci3040202>

- Hodges, J., & Howieson, B. (2017). The challenges of leadership in the third sector. *European Management Journal*, 35(1), 69-77.
<https://doi.org/10.1016/j.emj.2016.12.006>
- Huarng, K. H., & Hui-Kuang Yu, T. (2011). Entrepreneurship, process innovation and value creation by a non-profit SME. *Management Decision*, 49(2), 284-296.
- Huxtable-Thomas, L. A., Hannon, P. D., & Thomas, S. W. (2016). An investigation into the role of emotion in leadership development for entrepreneurs: A four interface model. *International Journal of Entrepreneurial Behavior & Research*, 22(4), 510-530.
<https://doi.org/10.1108/ijebr-12-2014-0227>
- Izard, C. E. (2010). More meanings and more questions for the term emotion". *Emotion review*, 2(4), 383-385.
- Jiang, L., Yin, D., & Liu, D. (2019). Can joy buy you money? The impact of the strength, duration, and phases of an entrepreneur's peak displayed joy on funding performance. *Academy of Management Journal*, 62(6), 1848-1871.
<https://doi.org/10.5465/amj.2017.1423>
- Johansen, M. S., & Sowa, J. E. (2019). Human resource management, employee engagement, and nonprofit hospital performance. *Nonprofit Management and Leadership*, 29(4), 549-567. <https://doi.org/10.1002/nml.21352>
- Johnson, D., Horton, E., Mulcahy, R., & Foth, M. (2017). Gamification and serious games within the domain of domestic energy consumption: A systematic review. *Renewable and Sustainable Energy Reviews*, 73, 249-264.
<https://doi.org/10.1016/j.rser.2017.01.134>
- Johnson, S. K. (2009). Do you feel what I feel? Mood contagion and leadership outcomes. *The Leadership Quarterly*, 20(5), 814-827.
- Johnson, M. K. (2020). Joy: A review of the literature and suggestions for future directions. *The Journal of Positive Psychology*, 15(1), 5-24.
<https://doi.org/10.1080/17439760.2019.1685581>
- Kammerhoff, J., Lauenstein, O., & Schütz, A. (2019). Tuning into performance and satisfaction in nonprofit orchestras: One link between transformational leadership and satisfaction is through reduction in conflict. *Nonprofit Management and Leadership*, 30(2), 321-338. <https://doi.org/10.1002/nml.21381>
- Kmet, L. M., Cook, L. S., & Lee, R. C. (2004). Standard quality assessment criteria for evaluating primary research papers from a variety of fields (HTA Initiative No. 13). Alberta Heritage Foundation for Medical Research. ISBN: 1-896956-77-7 (Print), ISBN: 1-896956-79-3 (Online), ISSN: 1706-7855.
- Kolodinsky, R. W., Ritchie, W. J., & Kuna, W. A. (2018). Meaningful engagement: Impacts of a 'calling' work orientation and perceived leadership support. *Journal of Management and Organization*, 24(3), 406-423.
<https://doi.org/10.5465/ambpp.2016.17353abstract>
- Kukreja, J. (2019). Holacracy: The next generation leadership in a VUCA world. *International Journal of Trend in Scientific Research and Development*, 3(6), 37-47.
<https://www.ijtsrd.com/papers/ijtsrd28029.pdf>
- Lacerda, F., DP Martens, C., & MR Freitas, H. (2020). Nonprofit entrepreneurial orientation: A systematic literature review and conceptual framework. *Nonprofit Management and Leadership*, 30(4), 677-692. <https://doi.org/10.1002/nml.21400>
- Lee, Y. J. (2016). Comparison of job satisfaction between nonprofit and public employees. *Nonprofit and Voluntary Sector Quarterly*, 45(2), 295-313.
<https://doi.org/10.1177/0899764015584061>
- Li, Z. C., Ji, Y. G., Tao, W., & Chen, Z. F. (2022). Engaging your feelings: Emotion contagion and public engagement on nonprofit organizations' Facebook sites. *Nonprofit and Voluntary Sector Quarterly*, 51(6), 1281-1303.
<https://doi.org/10.1177/08997640211057398>
- Lindebaum, D., & Jordan, P. J. (2012). Positive emotions, negative emotions, or utility of discrete emotions? *Journal of Organizational Behavior*, 33(7), 1027-1030.
<https://doi.org/10.1002/job.1819>

- Liu, A. (July, 2019). Making joy a priority at work. *Harvard Business Review*. Retrieved from <https://hbr.org/2019/07/making-joy-a-priority-at-work>.
- Liu, X., Zhang, Y., & Liu, C. H. (2017). How does leader other-emotion appraisal influence employees? The multilevel dual affective mechanisms. *Small Group Research*, 48(1), 93-114. <https://doi.org/10.1177/1046496416678663>
- Mackey, J. D., Ellen III, B. P., McAllister, C. P., & Alexander, K. C. (2021). The dark side of leadership: A systematic literature review and meta-analysis of destructive leadership research. *Journal of Business Research*, 132, 705-718. <https://doi.org/10.1016/j.jbusres.2020.10.037>
- Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Leadership effectiveness measurement and its effect on organization outcomes. *Procedia Engineering*, 181, 1043-1048. <https://doi.org/10.1016/j.proeng.2017.02.505>
- Maier, F., Meyer, M., & Steinbereithner, M. (2016). Nonprofit organizations becoming business-like: A systematic review. *Nonprofit and Voluntary Sector Quarterly*, 45(1), 64-86. <https://doi.org/10.1177/0899764014561796>
- Manion, J. (2003). Joy at work!: Creating a positive workplace. *JONA: The Journal of Nursing Administration*, 33(12), 652-659. <https://doi.org/10.1097/00005110-200312000-00008>
- Mannarini, T., Talo, C., D'Aprile, G., & Ingusci, E. (2018). A Psychosocial Measure of Social Added Value in Non-profit and Voluntary Organizations: Findings from a Study in the South of Italy. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29(6), 1315-1329. <https://doi.org/10.1007/s11266-018-00061-9>
- Mato-Santiso, V., Rey-García, M., & Sanzo-Pérez, M. J. (2021). Managing multi-stakeholder relationships in nonprofit organizations through multiple channels: A systematic review and research agenda for enhancing stakeholder relationship marketing. *Public Relations Review*, 47(4), 102074. <https://doi.org/10.1016/j.pubrev.2021.102074>
- McKasy, M. (2020). A discrete emotion with discrete effects: Effects of anger on depth of information processing. *Cognitive Processing*, 21(4), 555-573. <https://doi.org/10.1007/s10339-020-00982-8>
- Megheirkouni, M. (2017). Leadership styles and organizational learning in UK for-profit and non-profit sports organizations. *International Journal of Organizational Analysis*, 25(4), 596-612. <https://doi.org/10.1108/ijoa-07-2016-1042>
- Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., & Prisma Group. (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *PLoS Medicine*, 6(7), e1000097. <https://doi.org/10.7326/0003-4819-151-4-200908180-00135>
- Morath, J., Filipp, R., & Cull, M. (2014). Strategies for enhancing perioperative safety: Promoting joy and meaning in the workforce. *AORN Journal*, 100(4), 376-389. <https://doi.org/10.1016/j.aorn.2014.01.027>
- Mun, R. U., Ezzani, M. D., & Lee, L. E. (2020). Culturally relevant leadership in gifted education: A systematic literature review. *Journal for the Education of the Gifted*, 43(2), 108-142. <https://doi.org/10.1177/0162353220912009>
- Ortega-Rodríguez, C., Martín-Montes, L., Licerán-Gutiérrez, A., & Moreno-Albarracín, A. L. (2023). Nonprofit good governance mechanisms: A systematic literature review. *Nonprofit Management and Leadership*. <https://doi.org/10.1002/nml.21598>
- Ouakouak, M. L., Zaitouni, M. G., & Arya, B. (2020). Ethical leadership, emotional leadership, and quitting intentions in public organizations. *Leadership & Organization Development Journal*, 41(2), 171-190. <https://doi.org/10.1108/lodj-05-2019-0206>
- Parris, D. L., & Peachey, J. W. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of business ethics*, 113, 377-393.
- Paul, J., Lim, W. M., O'Cass, A., Hao, A. W., & Bresciani, S. (2021). *Scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR)*. *International Journal of Consumer Studies*, 45(4), O1-O16. <https://doi.org/10.1111/ijcs.12695>

- Paxton, P., Velasco, K., & Ressler, R. W. (2020). Does use of emotion increase donations and volunteers for nonprofits?. *American Sociological Review*, 85(6), 1051-1083. <https://doi.org/10.1177/0003122420960104>
- Peng, S., Liao, Y., & Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations: A moderated mediation model. *Public Personnel Management*, 49(1), 29-56. <https://doi.org/10.1177/0091026019835233>
- Petitta, L., Jiang, L., & Härtel, C. E. (2017). Emotional contagion and burnout among nurses and doctors: Do joy and anger from different sources of stakeholders matter?. *Stress and Health*, 33(4), 358-369. <https://doi.org/10.1002/smi.2724>
- Petitta, L., Probst, T. M., Ghezzi, V., & Barbaranelli, C. (2021). Emotional contagion as a trigger for moral disengagement: Their effects on workplace injuries. *Safety science*, 140, 105317. <https://doi.org/10.1016/j.ssci.2021.105317>
- Phipps, K. A., & Burbach, M. E. (2010). Strategic leadership in the nonprofit sector: Opportunities for research. *Journal of Behavioral and Applied Management*, 11(2), 137. <https://doi.org/10.1002/nml.21057>
- Puls, T. R., Ludden, L. L., & Freemyer, J. (2014). Authentic leadership and its relationship to ministerial effectiveness. *The Journal of Applied Christian Leadership*, 8(1), 55-75. <https://digitalcommons.andrews.edu/jacl/vol8/iss1/5>
- Reinhardt, A., & Enke, S. (2020). Successful without profits: Personal factors that affect performance in NPOs. *Employee Relations: The International Journal*, 42(5), 1135-1158. <https://doi.org/10.1108/er-04-2019-0173>
- Renard, M., & Snelgar, R. J. (2016). How can work be designed to be intrinsically rewarding? Qualitative insights from South African non-profit employees. *SA Journal of Industrial Psychology*, 42(1), 1-12. <https://doi.org/10.4102/sajip.v42i1.1346>
- Richardson, S., Kelly, S. J., & Gillespie, N. (2023). How can nonprofit boards innovate for growth? An integrative-systematic review. *Nonprofit Management and Leadership*.
- Riedel, A., Messenger, D., Fleischman, D., & Mulcahy, R. (2021). Consumers experiencing vulnerability: a state of play in the literature. *Journal of Services Marketing*, 36(2), 110-128. <https://doi.org/10.1108/jsm-12-2020-0496>
- Riedel, A., Mulcahy, R., Beatson, A., & Keating, B. (2022). Young adult drug interventions: a social marketing systematic review and research agenda. *Journal of Social Marketing*, 12(2), 191-221.
- Robbins, B. (2006). An empirical, phenomenological study: Being joyful. In *Qualitative Research Methods for Psychologists* (pp. 173-211). Academic Press. <https://doi.org/10.1016/b978-012088470-4/50010-7>
- Rowold, J., & Rohmann, A. (2009). Transformational and transactional leadership styles, followers' positive and negative emotions, and performance in German nonprofit orchestras. *Nonprofit Management and Leadership*, 20(1), 41-59. <https://doi.org/10.1002/nml.240>
- Russell, J. A. (2003). Core affect and the psychological construction of emotion. *Psychological review*, 110(1), 145. <https://doi.org/10.1037/0033-295x.110.1.145>
- Schilling, J., & Schyns, B. (2014). The causes and consequences of bad leadership. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7(3), 493-497. <https://doi.org/10.1027/2151-2604/a000185>
- Schubert, P., & Willems, J. (2021). In the name of the stakeholder: An assessment of representation surpluses and deficits by nonprofit leaders. *Nonprofit Management and Leadership*, 31(4), 639-664. <https://doi.org/10.1002/nml.21445>
- Seong, J. Y., & Choi, J. N. (2014). Effects of group-level fit on group conflict and performance: The initiating role of leader positive affect. *Group & Organization Management*, 39(2), 190-212. <https://doi.org/10.1177/1059601113517138>
- Shier, M. L., & Handy, F. (2020). Leadership in nonprofits: Social innovations and blurring boundaries. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 31(2), 333-344. <https://doi.org/10.1007/s11266-018-00078-0>

- Shlefer, S., & Kogut, T. (2021). How did it feel? Affect as a feedback system in repeated donation decisions. *Journal of Experimental Social Psychology*, 97, 104203. <https://doi.org/10.1016/j.jesp.2021.104203>
- Silard, A. (2018). Emotions for a cause: How the emotion expression of nonprofit leaders produces follower engagement and loyalty. *Nonprofit and Voluntary Sector Quarterly*, 47(2), 304–324. <https://doi.org/10.1177/0899764017737383>
- Stock, D. M., & Erpf, P. (2022). Systematic literature review on entrepreneurial orientation in nonprofit organizations—Far more than business-like behaviour. *Journal of Philanthropy and Marketing*, e1753. <https://doi.org/10.1002/nvsm.1753>
- Storbeck, J., & Clore, G. L. (2008). Affective arousal as information: How affective arousal influences judgments, learning, and memory. *Social and Personality Psychology Compass*, 2(5), 1824–1843. <https://doi.org/10.1111/j.1751-9004.2008.00138.x>
- Thomas, B., & Pingle, S. (2017). Drivers of employee engagement at GVK EMRI, Gujarat. *Journal of Strategic Human Resource Management*, 6(2), 23, 33.
- Tornare, E., Cuisinier, F., Czajkowski, N. O., & Pons, F. (2017). Impact of induced joy on literacy in children: Does the nature of the task make a difference? *Cognition and Emotion*, 31(3), 500–510. <https://doi.org/10.1080/02699931.2015.1132682>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- Underwood, L. G. (2020). Refining research on joy. *The Journal of Positive Psychology*, 15(1), 54–57. <https://doi.org/10.1080/17439760.2019.1685575>
- Van Cappellen, P. (2020). The emotion of joy: commentary on Johnson. *The Journal of Positive Psychology*, 15(1), 40–43. <https://doi.org/10.1080/17439760.2019.1685571>
- van Teunenbroek, C., Bekkers, R., & Beersma, B. (2020). Look to others before you leap: A systematic literature review of social information effects on donation amounts. *Nonprofit and Voluntary Sector Quarterly*, 49(1), 53–73. <https://doi.org/10.1177/0899764019869537>
- Ward, J., & Greene, A. M. (2018). Too much of a good thing? The emotional challenges of managing affectively committed volunteers. *Nonprofit and Voluntary Sector Quarterly*, 47(6), 1155–1177. <https://doi.org/10.1177/0899764018783276>
- Wells, J. E., & Welty Peachey, J. (2011). Turnover intentions: Do leadership behaviors and satisfaction with the leader matter? *Team Performance Management: An International Journal*, 17(1/2), 23–40. <https://doi.org/10.1108/13527591111114693>
- Whittaker, L., Mulcahy, R., Letheren, K., Kietzmann, J., & Russell-Bennett, R. (2023). Mapping the deepfake landscape for innovation: A multidisciplinary systematic review and future research agenda. *Technovation*, 125, 102784. <https://doi.org/10.1016/j.technovation.2023.102784>
- Widianto, S., & Wilderom, C. P. (2022). Follower psychological need satisfaction as a mediator between leader and follower use of emotions and follower job performance. *Journal of Asia Business Studies*, 16(1), 121–136. <https://doi.org/10.1108/jabs-05-2020-0175>
- Williams, C. E., Thomas, J. S., Bennett, A. A., Banks, G. C., Toth, A., Dunn, A. M., ... & Gooty, J. (2024). The role of discrete emotions in job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 45(1), 97–116. <https://doi.org/10.1002/job.2747>
- Zhang, Y., Dong, C., & Cheng, Y. (2023). How do nonprofit organizations (NPOs) effectively engage with the public on social media? Examining the effects of interactivity and emotion on Twitter. *Internet Research*, 33(2), 550–577. <https://doi.org/10.1108/intr-05-2021-0290>

Author Biographies

Katie McIntyre is a researcher at the University of the Sunshine Coast. With a focus on leadership, she has co-authored multiple publications, including a recent book chapter exploring the conceptualisation of Joyful Leadership. Katie's PhD research examines the concept of Joyful Leadership, investigating its impact on employee wellbeing and engagement. Her work bridges academic theory and practical application, contributing to the development of innovative leadership practices.

Dr. Rory Mulcahy is an Associate Professor of Marketing at the University of the Sunshine Coast (UniSC). His research focuses on service marketing and the integration of digital technologies to drive behaviour change. He is also particularly interested in improving service experiences to enhance human flourishing and mitigate vulnerability.

Wayne Graham is a Senior Lecturer in Management in the School of Business and Creative Industries at the University of the Sunshine Coast, Queensland, Australia. Wayne has developed a suite of credit-bearing micro-credential planning courses in partnership with the Queensland Government. The courses are co-designed, co-delivered and co-evaluated with industry representatives and are offered simultaneously online and onsite at various locations throughout the state. Wayne has supervised nine PhD students to completion and has co-authored twenty published peer reviewed journal articles.

Meredith Lawley is an Emeritus Professor of the University of the Sunshine Coast (USC). She has successfully supervised 29 doctoral candidates in a wide variety of business disciplines using a variety of methodologies, has a H-index of 29, and has published over 40 refereed journal articles.