

Review of: "Unlocking Success in NGOs: The Power of Servant Leadership"

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Potential competing interests: No potential competing interests to declare.

The research addresses a very important theoretical and industrial issue concerning NGOs. The manuscript is very OK to be accepted after major revision, as it needs to be improved in terms of using the most recent literature, better clarifying the methodology, and distinguishing between theoretical and practical contributions/implications. Please note the below specific feedback.

Abstract:

I would suggest adding some language about the methodology in the abstract

Introduction:

Section 1.1: The Importance of Leadership in NGOs

1. As the title of the section talks about the importance of leadership in NGOs, it would be better to start by highlighting the importance of leadership in general in NGOs, and then narrowing down the discussion on servant leadership. The **justification** for the selection of servant leadership in particular for this research also needs to be in place.
2. It might be more suitable to use the most recent references in the first paragraph of this section (after 2017). The same goes for the third paragraph as well; here I would suggest looking at the Journal of Nonprofit Management and Leadership (NPL) which published several articles in this regard.
3. "potentially enhancing their project success" – at this stage of the manuscript, I would advise limiting the language around the success of NGOs in general. Therefore, to be aligned with the title of the section.
4. Evidence (citation) is needed here to support this claim "The exploration of this synergy forms the rationale for this research, a subject that has not received sufficient attention in the current literature".

Section 1.2: Project Success

1. "In the Non-Governmental Organizations (NGOs)" – the abbreviation already stated in the first section – no need to repeat it again.
2. I would suggest using the most recent literature – please check the Nonprofit Management and Leadership Journal.
3. I would suggest adding some language to draw the borders and scopes of "project management success" and "project success"
4. I would suggest summarizing the review literature and gaps of knowledge in order to better justify the project

objectives. This, however, can be done in this section or somewhere in the introduction.

Section 1.3: servant leadership and project success

1. “As the success of projects in NGOs largely depends on the performance of these teams, fostering such reciprocal relationships can be a critical factor in achieving project success” – this statement needs to be supported with a reference.

Theoretical Framework, Literature Review, and Hypothesis Development

Section 2.4: Influence of Servant Leadership Style on Team Identity

1. Please use the most recent literature

Section 2.5: Hypothesis statements

1. Figure 1: I would suggest replacing “project success” with “project success in an NGO setting”.

Study data and methodology

Section 3.1 Overview of the Data

1. The first paragraph: The population of the study and sampling framework is not clear enough – I would suggest better clarifying it.
2. The second paragraph: I would suggest putting the distribution of the sample in Table format.
3. Please provide more details about the sampling design.
4. Please provide more details about the response rate, ethical considerations, and the piloting process of the questionnaire

Contributions. Limitations and Future Research

Theoretical Contribution

This section needs to be reworked in order to explicitly shows the theoretical contribution of this research; Also, there are several repetitions and confusions between theoretical and practical contributions

Limitations

I think that the diversity of targeted responses in terms of cultures, type of responses, and type of NGOs (local vs international) are important factors that can hinder the generalization of the findings of this research