

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

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**Potential competing interests:** No potential competing interests to declare.

Overall, this is an interesting paper. Unfortunately, there are several weaknesses observed. Some of the comments/suggestions given are based on the sections in the manuscript.

## 1. Introduction

- Authors should include more recent citations to represent the current actual scenario. This is especially when the authors stated as "...in recent years...., but the citations are about 10 years ago.
- In addition, recent citations are important to determine what are lacking or the gaps in the study area, which can be the focus in this manuscript.

## 2. Theoretical Framework, Literature Review, and Hypothesis Development

- The authors should clearly link the underpinning theories to the variables used in the framework.
- In the hypothesis development, author needs to prepare the write-up for each of the variable/hypothesis, supported by the findings from previous studies, then only propose the hypotheses.

## 3. Study Data and Methodology

- The explanation of "overview of the data" is too long (page 8-12). Authors should focus on the data used for the study. Others maybe can be transferred to results and findings.
- The authors claimed using the methodology adopted by Kotrlik and Higgins (2001), but no explanation was given on this. How the authors randomly selected the 25 NGOs, what are the restrictions, why exclude the project managers, why selected few regions, why different sectors/categories, etc., were not explained and justified.
- It is also observed that the value stated in the text is different from the table. Eg. mean value of 3.08 in the text (page 9) but in Table 2, the value is 3.69 (page 10).
- At page 13, authors stated ".....can be found in Table 12." – There is no Table 12 in the manuscript.

## 4. Results and Findings

- It is proposed that authors must clearly state which table or figure to refer to in the manuscript to ease the readers. E.g. Please state when to refer to Table 6 and Table 11 in the manuscript.
- Explanation must come first, then only presents the figures or tables. E.g. Figure 5 and Figure 6 are at page 20, but

the explanation at page 21.

#### 5. Contributions, Limitations and Future Research

- The contributions (theoretical and practical) must align with the aim/objectives of the study. E.g. If the study did not emphasize on organizational culture, project management strategies and employee retention, then it will not be the contributions because it was not the aim of the study.