

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

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Potential competing interests: No potential competing interests to declare.

Dear Authors,

I enjoyed reading this well-written article which generally speaks to a large audience of academics and practitioners. Yet, it appears as an early draft at this stage and has multiple critical shortcomings. I have a few points that might help you to further improve this manuscript and its impact:

#1: You address the effects of servant leadership in the context of NGOs, arguing that it resonates well with the social/community logic of these organizations. I think you can further broaden the scope to social enterprises in general to make your insights applicable to an even larger audience.

#2: Your hypothesis statements are very vague and broad enough for three different papers. I think you will need to specify at least H2 and H3 as mediating variables between SL and NGO project success.

#3: I recommend a stronger integration of the theories you are using. Do you really need all of them? More importantly, it is not clear what your contribution is. This needs a much stronger emphasis.

#4: Please make it clear what is interesting, unique, and important about this study. Why do we need it? So far it appears that it merely confirms previous research that outlined the usefulness of SL in a social context. For example, what specific differences can we observe by comparing the different regions and industries in your sample?

#5: The methodology is not clear and insufficiently explained. Although you mention what you did, you do not explain how, which is very superficial and confusing. Also, please provide more information about the dataset and the sampling, which need more clarity.

#6. Most sections are very short and should be more elaborate while there is also quite a lot of repetition throughout the article. Try to better streamline it. Also, please limit the number of abbreviations (NGO, SL, TC, TI, SIT).

Overall, the article is on a good track but needs significant rework to qualify for a good journal. I wish you all the best as you keep working on it.