

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 hope this letter finds you well. I am writing to express my sincere appreciation for your paper titled "Unlocking Success in NGOs: The Power of Servant Leadership" that you have submitted to the Qeios.

As a reviewer, I would like to offer a few suggestions to further enhance your paper.

1: While the paper mentions empirical evidence supporting the positive association between servant leadership practices and project success in NGOs, it fails to provide specific data or case studies to substantiate these claims. More empirical evidence, such as quantitative data or qualitative insights, is needed to strengthen the research findings and support the proposed relationships.

2: The paper discusses servant leadership as a promising approach for NGOs but lacks a detailed contextualization of how this leadership style aligns with the unique challenges and dynamics faced by NGOs. A deeper exploration of how servant leadership principles can be practically implemented and tailored to suit the diverse contexts of NGOs would enhance the paper's relevance.

3: The theoretical framework presented in the paper lacks a clear and explicit integration of the Servant Leadership Theory and the Social Identity Theory. While both theories are briefly introduced, the paper does not adequately explain how these theories relate to each other or how they jointly contribute to the understanding of project success within NGOs. It is essential to provide a cohesive and well-defined integration of the theories to establish a robust foundation for the research hypotheses.

4: The paper lacks a clear justification for the choice of the sample size (451 individuals) and the sampling method used (random selection of 25 NGOs from each geographic location). The sample size appears relatively small, considering the diversity of regions and the number of NGOs worldwide. Additionally, the random selection of NGOs may not guarantee an adequately representative sample, as some regions or types of NGOs could be underrepresented or overrepresented in the study. The paper should provide a detailed rationale for the sample size and the sampling method, along with considerations of potential biases and limitations related to the sample selection.

5: The discussion section lacks a clear integration of the results with the existing literature. While the authors mention some previous studies that support their findings on servant leadership's positive influence on project success, there is a

lack of critical comparison and analysis of how their findings align or deviate from previous research. The discussion should also address any conflicting or contradictory findings in the literature and how these discrepancies may affect the overall understanding of the relationship between servant leadership and project success in the NGO context. A more comprehensive synthesis of the results with the existing literature would strengthen the paper's contribution to the field.

Good luck.

Best regards,