

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

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

**Overview:** This article investigates the influences affecting successful project outcomes within Non-Governmental Organizations (NGOs), with a specific focus on Servant Leadership (SL). The study aims to probe the impact of SL practices on project success within NGOs. By examining the empirical evidence, the research demonstrates a robust positive association between SL practices and the success of projects in NGOs. The study also explores the complex interplay between SL, Team Identity (TI), and project success. The findings emphasize the importance of integrating SL principles into an NGO's organizational fabric and provide valuable recommendations for optimizing project outcomes through the application of SL and understanding team dynamics.

1. **Originality:** The manuscript contributes to the existing literature by elucidating the multifaceted influences affecting successful project outcomes in NGOs, specifically through the lens of Servant Leadership. The research explores SL practices and their impact on project success, providing empirical evidence to support the positive association between SL and project outcomes. The focus on NGOs adds a unique context to the study, filling a gap in the literature and offering valuable insights into leadership approaches in these organizations.
2. **Relationship to Literature:** The manuscript establishes a strong relationship to the literature by emphasizing the importance of SL practices in fostering successful project outcomes. The authors effectively integrate previous research on SL, team dynamics, and project success within the NGO context. The study expands on existing knowledge by investigating the nuanced relationship between SL, TI, and project success, providing valuable insights into the complex interplay of these factors. The literature review effectively positions the research within the broader scholarly discourse on leadership and project management.
3. **Results:** The study's findings highlight a positive association between SL practices and project success in NGOs. The research identifies key SL practices, such as empowering and supporting team members, cultivating ownership, and promoting personal and professional development, that contribute to a conducive project environment. The study also uncovers the nuanced influence of Team Identity on the SL-project success relationship, emphasizing the complexity of team dynamics. These results offer valuable insights into the specific factors that contribute to project success within NGOs and provide a foundation for further research in the field.
4. **Implications for research, practice, and/or society:** The article provides important implications for research, practice, and society. The findings emphasize the significance of integrating SL principles into an NGO's organizational fabric and values to optimize project outcomes. The study suggests practical recommendations, such as incorporating SL criteria in leadership selection processes and providing continuous training to develop SL competencies. These

implications offer actionable insights for NGOs aiming to enhance project success and promote effective leadership practices. Moreover, the research contributes to the broader understanding of leadership approaches in NGOs, which can ultimately benefit the sector and the communities they serve.

5. **Quality of Communication:** The manuscript effectively communicates its purpose, methodology, findings, and implications. The abstract provides a concise summary of the study, capturing the key elements of the research. Further elaboration on the limitations of the study and potential directions for future research would enhance the overall quality of communication.

#### Constructive Suggestions:

1. **Discussion:** Expand on the limitations of the study and potential areas for future research. Address any potential sources of bias or limitations in the findings and suggest avenues for further investigation. This will enhance the overall contribution of the study and guide future researchers in the field.
2. **Practical Implications:** Provide more specific guidance for implementing SL practices in NGOs. Offer practical strategies and examples of how organizations can incorporate SL principles into their leadership selection processes, training programs, and organizational culture. This will help practitioners translate the research findings into actionable steps for enhancing project outcomes. Practical implication suggestions could be included in the discussion section and together with the item immediately above, would result in a significant upgrade to the existing Discussion section.

Overall, this manuscript makes a valuable contribution to the literature by examining the impact of Servant Leadership on project success in NGOs. The study demonstrates originality, establishes a strong relationship to the existing literature, presents significant findings, and offers practical implications for research and practice. By addressing the constructive suggestions, the authors can provide additional insights and improve the overall quality of the manuscript.