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

Samah Chemli Horchani[1]

1 University of Tunis El Manar

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

1. **Originality:**

The originality is manifested through the emphasis placed on project management, cultural diversity and the application of the research model to the community ethics of non-governmental organizations.

2. **Relationship to Literature:**

The authors do not argue the reasons for choosing the servant leadership style. They do not specify this style over other styles such as LMX leader member exchange, empowerment leadership, shared leadership, ethics leadership, entrepreneurial leadership, or transformational leadership which also prioritize the growth and well-being of the team and the community to foster success.

We suggest adding a paragraph or a comparative table of several leadership styles. The distinction could be highlighted through the definitions and dimensions of each leadership style. It would also be possible to underline common and distinctive points.

We propose to see the work of the following researchers:

Manz, C. C., & Sims Jr, H. P. (1980). Self-management as a substitute for leadership: A social learning theory perspective. *Academy of Management review*, *5*(3), 361-367.

Den Hartog, D. N., & De Hoogh, A. H. (2009). Empowering Bihaviour and leader fairness and integrity: Studying perceptions of ethical leader behaviour from a levels-of-analysis perspective. *European journal of work and organizational psychology*, *18*(2), 199-230.

Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The leadership quarterly*, *25*(3), 487-511.

Yammarino, F. J., Salas, E., Serban, A., Shirreffs, K., & Shuffler, M. L. (2012). Collectivistic leadership approaches: Putting the "we" in leadership science and practice. *Industrial and Organizational Psychology*, *5*(4), 382-402.

Xue, Y., Bradley, J., & Liang, H. (2011). Team climate, empowering leadership, and knowledge sharing.*Journal of

knowledge management, *15*(2), 299-312.

Horchani, S. C., Doghri, S. B. S., & Ghanney, A. (2022). Transformational Leadership and Organisational Performance: The Combined Impact of Organisational Learning and Open Innovation. *Journal of Enterprising Culture*, *30*(03), 279-319.

3. **Methodology:**

The sample description is well done.

Representativeness of the sample: The authors do not use a probabilistic method or quota sampling, which can influence the results and the generalization degree.

3. **Results:**

The authors do not mention the analysis tool used to generate the results. It would be essential to mention it.

Interesting result on the interaction between the three variables team identity, team climate and servant leadership. The authors speak only of the interaction complexity between these three variables. This result needs to be better explained with argumentation by other previous research (pros and cons).

The authors use scales dating from (1992-2008) for group identity and group climate. It would be essential to explain that these scales remain applicable in the current era, knowing that the context of digitalization favors distant work, work from home and the non-necessity of physical presence. Emphasis might be placed on certain specificities of non-governmental organizations.

Note that this remark can be an important argument for the result found "this interaction is negatively associated with the success of the project, which indicates that the combination of SL and TI does not contribute positively to the success of the project. ".

We suggest putting more emphasis on the effect of cultural differences.

Important Note: When performing regressions, the negative sign reflects the direction of the relationship.

4. Implications for research, practice and/or society:

Well described and argued.

5. Quality of Communication:

Some problems with the form such as the presentation of the model (the zigzag arrows) or the synergy of the titles' size (3.1). Also, the Team climate and Team identity variables are represented as mediating variables. However, at the level of the hypotheses and the methodology/results sections, this is not clearly stated, even if the analyzes reflect it.