

The impact of Servant Leadership in Achieving Project Success: An applied study on INGOs Operating in The Gaza Strip

Youssef M. Abu Amuna¹, Alaa W. Alkhatib.², Abedallh M. Aqel³

¹Assistant Professor, Department of Information Technology, Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine, ²Gaza Program Manager, MedGlobal, ³Assistant Project, Friends for Mental Health.

yabuamuna@gmail.com, alaawk@gmail.com, abedallhaqel@gmail.com,

Abstract: *This study aims to identify the impact of servant leadership and its role in achieving project success through an applied study on the employees of the INGOs in southern governorates of Palestine, Gaza Strip. Researchers used questionnaire as a main tool for data collection, and the descriptive and analytical approach to conduct the study results. The study population consists of INGOs (320) employees who work in project management positions. Researchers used the stratified random sampling method, and (175) questionnaires were distributed, while (145) questionnaires were retrieved with a response rate (82.8%). SPSS for statistical data analysis and a multiple regression method to measure the impact were used. The results of the study showed that there is a statistically significant effect of servant leadership among employees in INGOs on project success by 83.8 %. Also results showed that management works hardly to meet the needs of targeted group, servant leadership, provide an active contribution to institutional development and Servant leaders do not have a particular affinity for the abstract organization; rather, they value the people who constitute the organization. Furthermore, findings showed that projects are in line with the needs of the target group, and project services lightly continue after project terminated or funding suspended. Gender issue might not practice widely according to local Palestinian traditions. The study suggested more a free environment, in which INGOs operate, which is also a key factor in the good functioning of project success. INGOs must be given a fair set of rights and duties in their relation to the government, as well as be able to play their role as catalysts of a vibrant civil society without any correlation with foreign agendas. The focus on poverty and the methodologies being developed to identify and quantify these characteristics for better interventions. Also, looking for a positive model to achieve sustainability for the projects especially once the funds are withdrawn or halted.*

Keyword: Servant Leadership, Project Success, INGOs, Administrative.

1. INTRODUCTION

International Non-Governmental Organizations are deemed as an integral part of the civil society where they are voluntarily work and they have several offices around the globe. The concept of INGOs and civil society was emerged during the stage of the social contract theory or right philosophy. In the modern era, the civil society concept becomes more popular. The civil society along with the organizations is the main reflection for country's success and culture. The Palestinian society is a special case as it is still living under occupation. [1]

INGOs are nonprofit organizations that provide various types of services in low and lower-middle income countries. These organizations are international because they raise funds in developed countries and utilize these funds in other countries. They operate in a variety of sectors: economic development; humanitarian emergency; environmental; human rights. For the purpose of this entry, INGOs will be confined to economic development and humanitarian emergencies, as these are the sectors where the term INGO is most frequently used. The term "Nongovernmental Organization," as opposed to charity or voluntary association, has its origins in the evolution of the United Nations system and the definition of roles of state and nonstate actors. In some ways, the term "nongovernmental" is so broad as to be meaningless (is a table, a "non-water" object?) yet it has become the common terminology of international development. [2]

Non-governmental organizations are called international because their headquarters are not in Palestine. Thus, INGOs can be defined as cross-national organizations whose work is beyond the scope of a single state. INGOs have become a powerful force whether on the local or international level. [3] INGOs play many different roles: humanitarian relief, social and economic development, advocacy and lobbying, public education, agenda-setting and monitoring other transnational actors. Some scholars group these actions into "naming, framing, blaming and shaming" prominent INGOs are engaged in most, if not all of these actions. This is because INGOs cannot operate with stand-alone projects, and their actions frequently have a broader social and political effect.

Following the signing of Oslo Accords (the declaration of principles) between Palestinian Liberation Organization (PLO) and the Israeli government in September 1993, donor countries organized a conference, in which 42 nations and organizations took part in October of that same year. The purpose of the meeting was to look at a specific policy of offering financial and technical assistance to the new Palestinian National Authority (PNA), which was established within the structure of the Oslo Accords. This donor meeting desired to encourage the PNA to manage the Palestinian territories and the financing of an extensive development process. [4] [5]

The number of International Non-Governmental Organizations in Gaza is 89 organizations working in different sectors. [6] [7]

Gaza Strip is a densely populated area with 2.1 million people; approximately 1.4 million of the residents are refugees living

in 365 square kilometers along the Mediterranean Sea, based on the Palestinian Central Bureau of Statistics. [8]

The swift increase in population rate in addition to the spike in the rates of poverty, food insecurity and employment worsen the living conditions, expanded the vulnerability and exacerbated the hardships in the Gaza strip. OCHA (2020) revealed out that the unemployment rate in the Gaza Strip during the second quarter of 2020 reached 49.1 per cent, an historical high, up from 45.5 in the previous quarter. The World Bank forecasts that by end of the year the poverty rate in Gaza will increase from 53 to 64 per cent, or the equivalent to 37,300 new poor families. And nearly 72 per cent of total population (1.4 million people) in Gaza is food insecure. [9] Gaza has been suffering from chronic problems. The blockade alongside the national divide have negatively affected on every single sector in the Gaza Strip. This also led to multi-dimensional effects on the living conditions. Also, the prolonged conflict and recurrent military escalations on Gaza resulted in continuing the protracted humanitarian crisis.

The fragile and fragmented situation in Gaza requires a multi-stakeholder to collaboratively work in getting the local community Gaza out of deterioration. It is blatantly obvious that the Palestinian Authority is in dire need for support to sort out community and development dilemmas.

Nathan (2018), stated that the recent history of Gaza offers a grim warning of the severe consequences that can follow when international assistance declines and is divorced from politics. The Palestinian Authority split between Gaza and West Bank. As two-state diplomacy began to lose traction, international actors simply postponed efforts to address this problem. Some international assistance continued to flow to Gaza, but it was seen as humanitarian support. Most donors avoided supporting official institutions and politics more broadly. Attention, diplomatic energy, and funds shifted elsewhere (primarily to the West Bank and the PA there). After more than a decade, the results are clear: disastrous humanitarian conditions, radicalization, and periodic bouts of violence. Rather than an actual peace process, the negotiations that take place between Israelis and Palestinians in Gaza alternate between containing violence and threatening it. [10] [11]

Thus, the paper investigated the role of Servant leadership in achieving project success in INGOs.

How far this might affect services conducted by INGOs, and are there any indicators when organization need to interact seriously in such cases.

In view of the literature review, the study raises the question of:

Q1.What is the impact of servant leadership on project success at INGOs?

Q2.Does servant leadership affect project success at INGOs in Gaza ?

2. LITERATURE REVIEW

1.2 Servant Leadership

Leadership is one of the topics that management has been interested in, old and new, and despite the spread of many

studies and scientific research that enrich this topic, the topic of leadership cannot be reduced to scientific concepts or theories only, but the essence of leadership lies in knowing how to apply it in various institutions and organizations and countries, by motivating individuals and directing them towards achieving the planned goals with high efficiency, where leadership is an important axis on which the various activities in public and private organizations are based.

Leadership researchers and practitioners have become increasingly aware of the virtues of positive leadership styles that emphasize ethical and moral leader behaviors. [12]

In their meta-analysis of positive leadership forms, Hoch et al. (2018), found that servant leadership offers a particularly powerful explanation for employee outcomes. As defined, servant leadership “places the good of those led over the self-interest of the leader, emphasizing leader behaviors that focus on follower development, and de-emphasizing glorification of the leader”. [13]

According to Kineman & Poli (2014), Servant Leadership is a process of reciprocal relations between the leader and followers. In the process, the leader initially appears as a party serving the followers’ needs. It ultimately allows a leader to obtain recognition and acceptance. [14]

It’s defined as a set of behaviors that focus specifically on satisfying the personal needs and desires of subordinates, achieving their goals and helping them in order to obtain their loyalty and increase their affiliation and career love for work. [15] [16]

It was defined as “one of the reflected administrative methods and patterns, which means that the leader does not care about achieving his personal interests, but works to serve the employees in the organization and help them achieve their goals followed by achieving development, achieving their material goals, feelings, satisfaction with work and their involvement in it, which brings the organization to the level of achieving its goals. [17]

Servant leadership can be defined as “the process of engaging leaders and followers together to achieve a common vision by putting the best leaders in the right place” [18]

** Types of leadership:*

According to (Aruna) 2012 there are five types of leadership: [19]

1. Reciprocal leadership: it is the relationship based on the idea of a chain of mutual benefits and promises between the leader and his subordinates to achieve work standards, goals and the commitment of employees to them, as these leaders rely completely on organizational rewards and punishments to influence subordinates.
2. Transformational leadership: The transformational theory is based on the formation of a strong relationship between the leader and subordinates, so that this relationship is not based on the contract that links the employee and the organization, but rather is based on empowering the employee and giving him the opportunity to show his skills and ideas inside.

3. **participative leadership:** The principle of participatory leadership is as old as man himself. Teamwork, cooperation and volunteering are concepts prevalent since ancient times. The philosophy of this trend is based on the leader discussing problems with subordinates and then making a collective decision on how to treat it, and this leadership expresses the involvement of subordinates in making decisions, so that psychological participation takes place. And the emotionality of the individual in the activities of the group in which he works in a way that pushes him to achieve its goals.
4. **Paternalistic leadership:** The Paternalistic leadership is one of the patterns of autocratic leadership, which includes authoritarian leadership, benevolent leadership and moral leadership.
5. **Servant Leadership:** The entrance in which the main task of the leader is to help and enable the workers in their demands to satisfy their needs and aspirations and fulfill their interests, that is, they are leaders who give high value to serving others at the expense of their own interests.
6. **Ethical leadership:** It is characterized as superior traits and capabilities that enable the leader to influence others to achieve common goals according to an inspiring vision within a specific conciliation framework, with careful consideration of the ethical and legal dimensions and various interests.

* Benefits of servant leadership:

Servant leadership has a set of benefits mentioned, which are: [20]

1. **Team Building:** This type of leadership leads to the construction of a team that allows everyone to display its skills and cooperation more effectively with the rest of the team, Where the servant leadership helps every member of the teams to submit its contributions based on the skills and expertise of each individual personnel.
2. **Achievement:** Through the style of servant leadership, the leader involves all team members in the development of goals and targets, so everyone will become a voice in decision making, in addition to the leader creates a positive air towards their values, and this type of leadership allows employees to put their own performance indicators.
3. **Change:** Change management involves setting a vision for the future with servant leadership style by defining the mission and goals of the organization based on employees' perspectives, enabling employees to more manage their own career.
4. **Satisfaction:** When staff works under the commander of a server, they work collectively for everyone's interest, and it is positive for their satisfaction rates.
5. **Organization Development:** The main strengths of servant leadership are an active contribution to

institutional development, where the leader is heading from the traditional leadership pattern focused on the hegemony and receiving them to the pattern of leadership. The results are more and greatest than individual and greatest efforts.

6. **Employee Development:** The Servant leader is helping his subordinates to reach the summit of their physical and intellectual energies and thus reaching the balance in their lives.



Fig. 1. Benefits of servant leadership

Source: Duggan, T. (2015). The Advantages of the Servant Leadership Style, <http://yourbusiness.azcentral.com/advantages-servant-leadership-style-5282.html>.

* Dimension of servant leadership:

Liden et al. (2008), developed a model of servant leadership, and this team has known the five dimensions and significantly related to the command leadership: [21]

1. **Conceptual Skills:** The acquisition of full knowledge of the Organization, the nature of its work and tasks of the servant leadership, means that the leader will be in an appropriate position of subordinates and works to provide full aid and support, as well as facilitating the functions of others, especially direct subordinates.
2. **Behaving ethically:** The process of dealing on frankness, fairness, honesty and justice is to deal with subordinates.
3. **Putting followers first:** The use of appropriate procedures and expressions and phrases for others, specifically with direct subordinates, and to meet all their needs to join and consider important priorities.
4. **Empowering:** It is encouraging and providing facilities required for others, especially from direct subordinates, by defining and solving problems, as

well as determining when and how the tasks are accomplished with high quality and efficiency.

5. **Creating value for community:** By creating value for the community, the servant leader creates a sense of urgency in others to want to give back and foster the never-ending circle of everyone helping everyone and getting the support that everyone needs.

2.2 Project Success:

All projects are a temporary effort to create value through a unique product, service or result. All projects have a beginning and an end. They have a team, a budget, a schedule and a set of expectations the team needs to meet. Each project is unique and differs from routine operations—the ongoing activities of an organization—because projects reach a conclusion once the goal is achieved, A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists.

There are several definitions of project success, where each expert defines it based on specific standards and the expectations of the majority of project participants. De Wit (1986), concluded a project is considered successful if it meets the technical performance specifications and achieves a high level of satisfaction among important people in the project team and the owner of the project. [22] [23]

Ashley et al. (1987), refers to project success as an extraordinary outcome and better than anticipated. [19] successful projects defined as the projects that meet the budget, deadline, and required quality according to the contract. [24]

Sanvido et al. (1992), defined project success as to what extent the project aims and expectations are achieved. These goals and expectations might include technical, financial, educational. [25]

Project success is framed by the criteria of need and expectations whereas satisfaction also plays a vital role. Project success is not only being measured on the scale of time, cost and schedule but it now surrounded by immense number of diverse factors which would become the reason or cause of effecting the success of a project.

Another important aspect for a project to be successful is the quality of work. Success is determined by the level of efficiency or in other words the level of achievement of the objectives along with the fact that how those objectives will be achieved, Project success is measured through the objectives of a project. A project is successful when it achieves its objectives. Whereas, success factors are those factors which are directly or indirectly had impact on the success of a project. [26] [27]

Every project is taken up to achieve certain goals and benefits. Each of these projects has to be carried out under certain constraints and limitations. At the simplest, a project can be

termed as successful when the expected benefits are realized by completing the project within the constraints. There may be additional points which need to be taken care of in a project such as stakeholder expectation, degree of improvement from current condition, expected use of the product, strategic alignment with organizational goals, political goodwill etc. [28]

While these may sound simple, but defining project success criteria may be filled with generalizations and ambiguity at the best. The three key factors that can define project success include: Triple Constraints (The Iron Triangle, of Cost + Scope + Time), Realized Benefits and Stakeholder satisfaction. [29]



Fig.2. The Iron Triangle

Source: Leong et al., (2014). Using Project Performance to Measure Effectiveness of Quality Management System Maintenance and Practices in Construction Industry, The Scientific World Journal, Vol. 2014, P. 2.

*Project Success Dimension:

Evaluation is not simply about assessing whether an initiative was a success or failure. Instead, evaluation is about creating the information and data about the initiative's success and why. Evaluation findings can lead to more effective and efficient program delivery. Project evaluation is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluations also feed lessons learned into the decision-making process of the project stakeholders, including donors and national partners. [30] [31]

It is necessary to clarify the contributing and hindering factors that have affected the success or failure of a project. Hence, the Five Evaluation Criteria are Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Evaluating the success of projects should be a key process in project management. Results show that opportunities for lessons learned and project management improvement are being missed due to the lack of formal evaluation of success. [32] [33]

Evaluation has no meaning unless evaluations are utilized. To produce reliable and useful evaluation results, the project needs to be examined in a systematic and objective manner and then convincing value judgement has to be made with

supporting grounds. It is also important to draw recommendations and lessons learned through analyses of the factors which affect success and failure of the project.

For judging the value of projects, JICA has adopted the five evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) proposed in 1991 by the Development Aid Committee (DAC) of the Organization for Economic Cooperation and Development (OECD). Perspectives of five evaluation criteria: [34]

1. **Relevance:** relates to the legitimacy and appropriateness of aid projects. Primary attention is paid to such questions as whether the expected effects of the project (project purposes and overall goals) meet the needs of the intended beneficiaries and provide proper solutions to the problems and issues in the area or sectors concerned, whether the project is consistent with the partner country's policies, whether the approach of the project is reasonable.
2. **Effectiveness:** relates to the question of whether the implementation of the project has actually benefited (or will benefit) the intended beneficiaries and the target society.
3. **Efficiency:** is a criterion concerning the relations between the project costs and its outputs. The main question asked to judge the efficiency of a project is whether the achievements degree of outputs can justify (or will justify) the costs (inputs), in other words, whether there was no alternative means that could have made the same achievements at lower costs, or whether it was impossible to make greater achievements at the same costs.
4. **Impact:** In judging the "impact" of a project, the longer-term effects of the project are studied. These include unintended positive and negative impacts.
5. **Sustainability:** It is a criterion that examines whether the effects produced by the project have been sustained (or are likely to be sustained) even after the completion of cooperation.

** Servant Leadership and Project Success:*

The researchers sought to highlight the importance of project leadership as a key aspect of project successes. Their findings suggested that more demanding market conditions required a stronger focus on leadership, knowledge and skills to ensure project success.

They also believed that successfully achieving project outcomes would require an increased emphasis on the organizational and human aspects of project management. Despite the plethora of research, project managers continue to face many challenges and problems concerning leadership, for example, leadership style, stress, uncertainty, motivation, learning and teamwork. [35] [36]

Hauschildt et al. (2000), reported that the success of a project depended more on human factors, such as project leadership, top management support, and project team, rather than on technical factors. [37] [38]

According to the Project Management Institute (PMI, 2017), the skills of a project manager are vital for a project's success throughout all phases: planning, execution, monitoring, fine-tuning, and closing. In order to manage teams effectively and produce successful project outcomes, project managers must have leadership skills that will move their followers no coercively toward shared organizational goals. [39]

The relationship between servant leadership characteristics and project management abilities may lead one to believe that project managers have more in common with servant leaders than more traditional leaders. For example, servant leaders strive to empower their teams for success; similarly, project managers who empower their teams are more likely to benefit from project success, a successful project manager must first possess strong influential skills with an emphasis on building teams effectively, which are characteristics of servant leadership. [40] [41]

From previous literature review, the following hypothesis in this research can be written as:

H0: *There is no statistically significant effect for servant leadership on project successes in INGOs.*

2. RESEARCH DESIGN

3.1 Study population and sampling

According to data submitted by INGOs to the General Department for Non-Governmental Organization Affairs at Ministry of Interior until the end of (2017), the number of workers in foreign association branches reached (1095) workers, including (1051) local workers, and (44) foreign workers. Number of employees from the senior management and the supervisory category about (320) employees.

Table (1) focus on important statics about those INGOs and the field of work. [42]

Table 1: Statics about INGOs

No.	Field	Branch's	No.	Country	Branch's
1	Relief	60	1	USA	14
2	Medical	32	2	UK	13
3	Social	30	3	France	10
4	Educational	21	4	Turkey	7
5	Agricultural	4	5	Italy	5
6	Service	4	6	Qatar	5
7	developmental	8	7	Canada	3
8	Cultural and intellectual	6	8	Malaysia	3
9	Research	1	9	UAE	2

Sources: Ministry of Interior, <https://ngo.moi.gov.ps/>

This study population were (320) employees working for INGOs in southern provinces. A pilot sample of (30) units was used to study the tools of the study, to verify the validity and stability of these tools. The research sample consists of (175) unit using stratified random sampling method and (145) questionnaires were retrieved with response rate of (82.8%), as the percentage is considered excellent and reliable strongly in disseminating the results of the study.

3.2 Research instrument

The researchers have created a measure for the study that is commensurate with its objectives and requirements, as the nature of the hypothesis and the variables involved are the ones that influence the selection of the right tool, the elements of servant leadership and project successes.

The process of designing and preparing the study scale has gone through several stages and steps. First review the literature of servant leadership, project successes, and previous studies on the subject of the current study. After that collect and define scale paragraphs.

Second step was formulating of the standard expressions according to the study sample and setting the meter instruction, following with correcting the meter. Finally, conduct a study of validity and reliability of the scale.

The first dimension (Independent variable) referring to servant leadership consist of (23) paragraphs with five sub-fields.

The second dimension (dependent variable) of the instrument which measures the project successes was developed by the authors from (21) paragraphs.

Also, Trustees validity has been conducted by a group of experts in leadership, project management, and INGOs. Those statements were further revised and modified by the experts in a subsequent stage before drafting the final version of the questionnaire.

A 10-point Likert scale of agreement was used for measurement, running from “Strongly Agree” to “Strongly Disagree”, with a Neutral category for scale midpoint.

Several statistical tools were used for data analysis and hypothesis testing, including reliability correlation using Cronbach’s alpha, “ANOVA”, and Multiple Regression.

3.3 Validity and reliability assessment

The study adopted Cronbach’s α and split half to measure the internal consistence reliability of the questionnaire. The results showed that Cronbach’s α values for all dimensions were $> (0.5)$. It indicated that the design of the questionnaire had a high internal consistency as shown in table (2).

Table 2: Coefficients of Alpha Cronbach

Field	No. of paragraphs	Alpha-Cronbach stability
Servant leadership	23	0.955
Project successes	21	0.931

The results showed that Cronbach’s α values for all dimensions were $> (0.5)$. It indicated that the design of the questionnaire had a high internal consistency as shown in table (2).

Table 3: Split Half Method

Field	No. of paragraphs	Split half
Servant leadership	23	0.977
Project successes	21	0.950

The results showed that split half values for all dimensions were $> (0.5)$. It indicated that the design of the questionnaire had a high internal consistency as shown in table (3).

3.4 Data analysis and discussion of results

Servant leadership descriptive analysis as independent variable is shown in table (4) to determine weighted average and rank for paragraphs.

Table 4: Descriptive Analysis for Servant Leadership

NO.	Field	Mean	Dev.	Weight	Rank
	Sub-field1: Conceptual skills				
1	Project management has full knowledge of the organization's strategic objectives	7.68	1.73	76.84	2
2	Project management is aware of the strengths and weaknesses within the organization.	7.86	1.77	78.60	1
3	Project management is well aware of the organizational behavior of the employees in the organization.	7.46	1.92	74.56	3
4	Project management has the skills to build successful teams.	7.44	1.80	74.39	4
5	Project management makes every effort to prevent overlapping cases.	7.28	1.87	72.81	5
	Sub-field2: Behaving ethically				
1	Project management deals with ethical	7.72	2.13	77.19	2

NO.	Field	Mean	Dev.	Weight	Rank
	responsibility towards all employees.				
2	Project management treats employees with mutual respect.	7.93	2.14	79.30	1
3	Project management deals with employees with transparency and integrity.	7.53	2.29	75.26	3
4	Project management shows the actions of employees and does not attribute it to itself.	7.37	2.15	73.68	4
	Sub-field3: Putting followers first				
1	Project management takes care of employees as a priority in the business.	7.32	2.18	73.16	2
2	Project management puts employee needs ahead of its own.	6.35	2.42	63.51	4
3	Project management makes every effort to meet the future aspirations of the employees.	6.53	2.23	65.26	3
4	Project management seeks to meet the needs of the target groups and believes that achieving	7.84	1.70	78.42	1

NO.	Field	Mean	Dev.	Weight	Rank
	them is a humanitarian responsibility.				
5	Project management is keen to follow up on the personal issues of the employees	6.11	2.38	61.05	5
	Sub-field4: Empowering				
1	Project management defines its role in achieving and accomplishing organization's plans.	7.77	1.68	77.72	2
2	Project management delegates its powers to employees objectively.	7.44	1.68	74.39	3
3	Project management establishes timelines for achieving goals.	7.93	1.78	79.30	1
4	Project management provides support without direct interference in workers powers.	7.25	1.65	72.46	5
5	Project management provides guidance that helps in speedy completion of tasks.	7.35	1.87	73.51	4
	Sub-field5: Creating value for community				
1	Project management	7.54	1.45	75.44	3

NO.	Field	Mean	Dev.	Weight	Rank
	encourages employees to form close relationships with community.				
2	Project management encourages employees to do voluntary work to serve community.	7.64	1.99	76.36	1
3	Project management is keen to respect the values and culture of community in which it operates.	6.83	1.88	68.28	5
4	Project management communicates with external institutions to spread a healthy culture within the community.	7.55	1.46	75.47	2
Total		7.41	1.43	74.11	

According to previous table (4), the relevant importance can be shown as following:

1. The respondents agreed that paragraph (2) in Sub-field 1 "Project management is aware of the strengths and weaknesses within the organization" is very important factor in servant leadership criteria.

Researchers explained that servant leadership provides an active contribution to the institutional development where the leader is heading from the traditional leadership style focused on the hegemony to the servant leadership style.

2. The results of the analysis also showed a high level of positive attitude for respect issue. This is clear from paragraph (2) in Sub-field 2 "Project management treats employees with mutual respect".

Researchers explained such positive attitude because servant leadership is a comprehensive approach to leaderships that emphasizes the leader's respect for followers and their moral responsibility to motivate them to develop and grow. This results in agreement with (Cleary-Hardy, 2021). [43]

3. Also results showed that management work hardly to meet the needs of targeted group. The nature of humanity tasks for INGOs, the concept of relief projects and the general situation in Gaza force project managers to focus on targeted groups.

4. The results agree with the study of (Hauschildt et al., 2000; Scandura, 1999) which showed that the successful attainment of organizational goals and objectives is largely determined by the quality of relationship that exists between the organization's leaders and followers. [44] [45]

Leaders are usually at the forefront of directing activities yet a leader's success is heavily reliant on the level of support obtained from subordinates.

5. The respondents strongly agreed on paragraph 2 in Sub-field 5 "Project management encourages employees to do voluntary work to serve community". Servant leaders do not have particular affinity for the abstract corporation or organization; rather, they value the people who constitute the organization.

According to (Ehrhart, 2004; Liden et al., 2015), being a multi-dimensional construct serving multiple stakeholders, servant leadership comprises multiple facets which include behaving ethically, emotional healing, helping subordinates grow and succeed, empowering others, having conceptual skills, putting subordinates first, and creating value for the community. [46] [47]

Descriptive analysis for dependent variable (Project success) to determine weighted average and rank for paragraphs are shown in table (5).

Table 5: Descriptive Analysis for Project Success

NO.	Field	Mean	Dev.	Weight	Rank
1	Organization's projects are in line with the needs of the target community.	8.12	1.50	81.23	3
2	Organization projects are aligned with the needs of the target group.	8.30	1.57	82.98	1
3	Projects of organizations are in accordance' with National Development Policy.	8.04	1.88	80.35	4
4	Organization's projects are strategically suited to impact modernization in line with development issues in the	7.82	1.79	78.25	6

NO.	Field	Mean	Dev.	Weight	Rank
	target sector of the project.				
5	Selection of the target group in projects is appropriate and relevant to the nature of intervention.	8.30	1.51	82.98	2
6	Project management achieves pre-designed objectives	7.51	1.60	75.09	9
7	Project outputs achieve the objectives of previously planned projects.	7.61	1.50	76.14	8
8	Assumptions made for projects contribute to achieving project objectives.	7.47	1.49	74.74	11
9	The outputs obtained from the projects of the organization are considered sufficient and appropriate.	7.37	1.52	73.68	12
10	The activities of the organization's projects contribute to achieving the desired goals of the projects	7.81	1.30	78.07	7
11	Project activities are carried out in a timely manner.	7.18	1.91	71.75	16
12	The project outputs justify the financing invested in it	7.26	1.74	72.63	15

NO.	Field	Mean	Dev.	Weight	Rank
	when compared with similar projects.				
13	Achievement of general objectives is one of projects effects.	7.88	1.72	78.77	5
14	There are factors that hinder setting general goal of projects.	7.32	1.74	73.16	13
15	General objectives of projects are consistent with the rest of the objectives of those projects.	7.49	1.63	74.91	10
16	There are different impacts resulting from organizations projects due to gender differences	6.63	2.04	66.32	19
17	Project services continue even in the event of project termination or funding cessation.	5.30	2.70	52.98	21
18	There are plans to prepare and develop relevant legal regulations and systems.	6.75	2.01	67.54	18
19	Existing organizational capacity can implement project activities to produce impacts even after those	6.33	1.88	63.33	20

NO.	Field	Mean	Dev.	Weight	Rank
	projects are completed.				
20	Projects budget is sufficient to cover operation expenses.	6.96	2.18	69.65	17
21	There is a sustainable impact that takes into account women, children and Persons with Disabilities.	7.28	2.23	72.81	14
	Total	7.38	1.18	73.81	

Field	Model	DF	F	
0.833	0.695	Total	56	0.000

Table 7: Step Wise

Dependent Variable	Model	B	T	Sig
Project success	constant	2.298	4.968	0.00
	Empowering	0.673	11.185	0.00
	Variables excluded			
	Conceptual skills	0.162	1.944	0.057
	Behaving ethically	0.182	1.863	0.068
	Putting followers first	0.131	1.238	0.221
	Creating value for community	0.220	1.999	0.051

According to the previous table (5), the relevant importance can be shown as following:

1. It is clear that there is a meditation agreement on the field, where the relative weight for project success was 73.81% with an average of (7.38) and a standard deviation of (1.18).
2. The respondents agreed that paragraph (2) " Organization's projects in line with the needs of the target group" was the most important. Researchers attribute this to the nature of humanity tasks for INGOs.
3. Paragraph (5) "Selection of the target group in projects is appropriate to the nature of intervention" was second in the rank. Researchers attribute this to the understanding of the manager of local context and conducting projects that are relevant to the needs and in line with national and global plans and goals..
4. Paragraph (17) "Project services continue even in the event of project termination or funding cessation." was last in the rank. Researchers attribute this as INGOs providing mostly relief projects based on donors' agendas and policies. Even sometimes projects delayed or postponed for such reasons.
5. For gender issue, paragraph (16) "There are different impacts resulting from organization's projects due to gender differences" showed that the gender impact not highly recognized through INGOs projects. This is related to community's traditions, norms, and social structure and cohesion.

Step-wise regression used to test whether there is an impact for independent variable (servant leadership) on the dependent variable (project success). The results are shown in Table (6) and (7).

Table 6: Anova Test

Field	Model	DF	F	
Project success	Regression	1	125.113	
R	R²	Resident	55	Sig

The results of Anova test in table (6) indicate that sig. is less than (0.05) for independent variable (servant leadership), which mean that there is significant statistically effect for independent variable (servant leadership) on project success. The correlation coefficient equals (0.833), and probability value (Sig.) equals 0.000, which is less than the significance level $\alpha \geq 0.05$.

This indicates the existence of a positive relationship with a strong statistical significance between servant leadership and project success among INGOs. This means whenever the value of independent variables increases, there will be an increase in project success.

Changes in the independent variable are responsible for the interpretation of a rate ($r^2 = 69.5\%$) of all the changes that occur in project success, and there is a rate (100 - r^2) due to other factors specific to the other independent variables and other factors not mentioned in the model, in addition to the random error.

Table (7) reveals that the findings of significance level are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

According to step-wise regression, some factors eliminated from the model for lack of statistical significance (Conceptual skills, Behaving ethically, Putting followers first, Creating value for community).

Therefore, the results of the analysis proved the existence of a relationship between the independent variable and the dependent variable.

From that, we can determine the figure of step-wise regression equation for the impact of servant leadership on project success. This equation can be written as follow:

$$Project\ success = 2.298 + (0.673) * Empowering$$

According to that, we accept hypothesis H2.

H2: *There is a statistically significant effect for servant leadership on project successes in INGOs.*

4. CONCLUSION

The results of the study showed that there is a statistically significant effect of servant leadership among employees in INGOs on project success by 83.8 %.

Also, results indicate that servant leadership in INGOs was by 74.11%, and for project success cleared was 73.81%.

Additionally, the results of the analysis proved the existence of a relationship between the independent variable and the dependent variable.

The results in total related to the nature of INGOs as an integral part of the civil society where they are voluntarily work and they have several offices around the globe.

Results also showed that INGOs practice servant leadership orientation in organizations as a reflect of their specific missions and the attribute of employees who are mostly local citizens.

This was confirmed from results that showed a high success rate of attainment of organizational goals and objectives. The relationship that exists between the organization's leaders and followers are strongly high quality.

According to study results, it is clear that INGOs hardly monitor completed projects. This might be because of lack of funds, project tight timeline and budget.

Also, gender issue might not practice widely according to local Palestinian traditions. The targeted groups at least chosen carefully with high standard criteria, to insure helping the correct category.

Project success in INGOs might need more concentrating because of many obstacles facing Gaza strip. On other hand, INGOs try to achieve general objectives for projects in a timely manner as far as they can.

Overall, this study reveals the sustained significance of servant leadership style in project success despite the changing environment, harsh economic conditions, covid-19 pandemic and current political instability. Despite their shortfalls, there is no doubt that INGOs are resilient and will survive the current environment while continuing to play an important role in relieving, ameliorating and challenging the effects of the military clashes.

Researchers recommending a more free environment, in which INGOs operate, which is also a key factor in the good functioning of project success. INGOs must be given a fair set of rights and duties in their relation to the government, as well as be able to play their role as catalysts of a vibrant civil society without any correlation with foreign agendas.

The focus on poverty and the methodologies being developed to identify and quantify these characteristics for more refined project targeting. Also, looking for positive model to achieve sustainable development for projects.

Furthermore, challenge particular to project success is to remain in the position of being a magnet for consultation and participation and not to transform into just another bureaucratic layer in an international aid process.

IGNOs will also continue to contribute to the general development of Palestinian society and as such, the significance of their roles needs to reaffirmed. improvement in their operations is necessary and should be done within the framework of the specific Palestinian community needs and the context of international policies.

REFERENCES

- [1] Alkhatib, A. (2018). Evaluation of International Non-Governmental Organizations Projects that Contribute in Alleviating Poverty in Gaza Strip, Master Dissertation, Al-Azhar University, Palestine.
- [2] Anheier, H. K., & Toepler, S. (Eds.). (2009). International Encyclopedia of Civil Society. Springer Science & Business Media.
- [3] AMAN. (2016). Accountability of International Non-Governmental Organizations in Palestine Report.
- [4] UKEssays. (2018). Characteristics Of International Non Governmental Organizations Politics Essay, Available at <https://www.ukessays.com/essays/politics/characteristics-of-international-non-governmental-organizations-politics-essay.php?vref=1>. (Accessed 20/7 Jul 2021).
- [5] Abu Amuna, Y. M., Kassim, E., Aqel, A., & Tharya, H. (2021). How far Organizational Silence Influence NGOs Job Performance?, International Journal of Academic Management Science Research (IJAMSR), Vol. 5, Issue 6, pp. 118-129.
- [6] Ministry of Interiro. (2018). Inaternational Non-Governmental Organizations in Gaza.
- [7] Tharya, H., Kassim, E., Abu Amuna, Y. M., & Aqel, A. (2021). Does Organizational Silence in NGOs affected by Job Burnout?, International Journal of Academic Management Science Research (IJAMSR), Vol. 5, Issue 5, pp. 31-40.
- [8] Groenewold, G., & van, L. (2020). State of Palestine Palestinian Central Bureau of Statistics.
- [9] OCHA. (2020). Humanitarian Needs Overview Palestine 2021, p.15 .
- [10] Brown, N. J. (2018). Time to Rethink, But Not Abandon, International aid to palestinians (Vol. 7). Carnegie Endowment for International Peace.
- [11] Aburahma, I. A. M., Abu Amuna, Y. M., & Aqel, M. A. (2020). The Relationship between GHRM Practices and Organizational Performance "Case study: Gaza University", International Journal of Academic Management Science Research (IJAMSR), Vol. 4, Issue 4, pp. 1-8.
- [12] Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking Stock of Moral Approaches to Leadership: An Integrative Review of Ethical, Authentic, and Servant Leadership, Academy of Management Annals, Vol. 13, pp. 148-187.

- [13] Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational leadership? A meta-analysis, *Journal of Management*, Vol. 44, Issue. 2, pp. 501- 529.
- [14] Kineman, J. J., & Poli, R. (2014). Ecological Literacy Leadership: Into the Mind of Nature, *The Bulletin of the Ecological Society of America*, Vol. 95, Issue 1, pp. 30–58.
- [15] Chan, Simon C.H. & Mak, W. (2014). "The Impact of Servant Leadership and Subordinates' Organizational Tenure on Trust in Leader and Attitudes ", *Personnel Review*, Vol. 43, Issue. 2, pp. 272- 287.
- [16] Abu Mostafa, Y., Salama, A., Abu Amuna, Y. M., & Aqel, A. (2021). The Role of Strategic Leadership in Activating Time Management Strategies to Enhance Administrative Creativity Skills, *International Journal of Academic Management Science Research (IJAMSR)*, Vol. 5, Issue 3, pp. 36-48.
- [17] Van, B., Allen, S., De Vore, D., & Winston, B. (2014). The Relationship Between the Servant Leadership Behaviors of Immediate Supervisors and Followers' Perceptions of Being Empowered in the Context of Small Business, *Journal of Leadership Education*, Vol. 13, Issue 3, pp. 70- 82.
- [18] Chetty, K. (2017). Explore the Perceptions of Servant Leadership Dimensions and Its Influence on Team Effectiveness Among Armed Forces Hospital Managers Khamis Mushayt Saudi Arabia, PHD Dissertation, Durban University of Technology, South Africa.
- [19] Aruna B., (2012). Leadership Style and Team Processes as Predictors of Organizational Learning, *Team Performance Management*, Vol. 18, Issue. 7, pp. 347-369.
- [20] Duggan, T. (2015). The Advantages of the Servant Leadership Style, Available at http://yourbusiness.azcentral.com/advantages_servant-leadership-style-5282.html. (Accessed 19/7 Jul 2021)
- [21] Liden, C., Wayne, S. J., , Hao, & Henderson, D. (2008). Servant Leadership:Development of a Multidimensional Measure and Multi-Level Assessment, *Leadership Quarterly*, Vol. 19, Issue. 2, pp. 161-77.
- [22] De Wit, A. (1988). Measurement of Project Success, *International journal of project management*, Vol. 6, Issue 3, pp. 164-170.
- [23] Abu Amuna, Y. M. (2019). Entrepreneurship, Crowdfunding Platforms and Sponsors Interaction, *International Journal of Academic Management Science Research (IJAMSR)*, vol. 3, issue 1, pp. 53-60.
- [24] Ashley, D. B., Lurie, C. S., & Jaselskis, E. J. (1987). Determinants of Constructio Project Success, *Project Management Journal*, Vol.18, Issue 2, pp. 69-7
- [25] Atkinson, R. (1999). Project Management: Cost, Time and Quality, Two Best Guesses and a Phenomenon, Its Time to Accept Other Success Criteria. *International journal of project management*, Vol. 17, Issue 6, pp.337-342.
- [26] Sanvido, V., Grobler, F., Parfitt, K., Guvenis, M., & Coyle, M. (1992). Critical Success Factors for Construction Projects, *Journal of construction engineering and management*, Vol. 118, Issue 1, pp 94-111.
- [27] Abu Amuna, Y. M. (2019). Crowdfunding Financing Model effect on Entrepreneurship Aspirations, *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)*, vol. 3, issue 1, pp. 53-60.
- [28] Cooke-Davies, T. (2002). The Real Success Factors on Projects, *International Journal of Project Management*, Vol. 20, Issue. 3, pp. 185-190.
- [29] Songer, A. D., & Molenaar, K. R. (1997). Project Characteristics for Successful Public-Sector Design-Build, *Journal of Construction engineering and management*, Vol.123, Issue 1, pp. 34-40.
- [30] Leong, T., Zakuan, N., Saman, M., Ariff, M., & Tan, C. (2014). Using Project Performance to Measure Effectiveness of Quality Management System Maintenance and Practices in Construction Industry, *The Scientific World Journal*, Vol. 2014, pp. 1-9.
- [31] Abu Mouamer , F., Khalil, M., Abu Amuna, Y. M., & Aqel, A. (2020). Impact of Applying Fraud Detection and Prevention Instruments in Reducing Occupational Fraud: Case study: Ministry of Health (MOH) in Gaza Strip, *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)*, Vol. 4, Issue 6, pp. 35-54.
- [32] International Labor Organization (ILO), (2015). *Technical Cooperation Manual*, Geneva.
- [33] El_sawalhy, E., Kassim, E., Aqel, A. & Abu Amuna, Y. M. (2021). Technology Business Incubators-TBIs Role in Promoting Freelancing Concept in Gig Economy, *International Journal of Academic Management Science Research* Vol. 5, Issue 1, pp. 40-52.
- [34] JICA (2006) *Evaluation in JICA*, Japan.
- [35] Pereira, J., Varajão, J., & Takagi, N. (2021). Evaluation of Information Systems Project Success–Insights from Practitioners. *Information Systems Management*, Vol. 38, Issue 1, pp. 1-18.
- [36] Abu Amuna, Y. M., Aburahma, I, A. M. (2019). Enhancing Entrepreneurial Abilities through Various Crowdfunding Models, *International Journal of Academic Management Science Research (IJAMSR)*, vol.3, issue 5, pp. 11-21.
- [37] Hauschildt, J., Gesche, K., & Medcof, J. (2000). Realistic Criteria for Project Managers, Selection and Development, Vol. 31, Issue 3, pp.23-32.

- [38] Berg, M. E., & Karlsen, J. T. (2007). Mental Models in Project Management Coaching. *Engineering Management Journal*, Vol. 19, Issue 3, pp. 3-14.
- [39] Krog, C. L., & Govender, K. (2015). The relationship between Servant Leadership and Employee Empowerment, Commitment, Trust and Innovative Behaviour: A project Management perspective, *SA Journal of Human Resource Management*, Vol. 13, Issue 1, pp. 1-12.
- [40] Cleary-Hardy, B. (2021). *Servant Leadership and Project Management Success Dimensions*, PHD Dissertation, Capella University, Minneapolis, USA.
- [41] Aqel, A., Alshorafa, Y., Abu Amuna, Y. M., Alkurd, M. (2020). The effect of ROI Evaluation for Training on Job Performance "Case Study: Islamic University of Gaza", *International Journal of Academic Management Science Research (IJAMSR)*, Vol. 4, Issue 8, pp. 28-36.
- [42] <https://ngo.moi.gov.ps/>
- [43] Cleary-Hardy, B. (2021). Op Cit, P. 11.
- [44] Hauschildt, J., Gesche, K., & Medcof, J. (2000). Realistic Criteria for Project Managers. *Selection and Development*, Vol. 31, Issue 3, pp. 23-32.
- [45] Scandura, T. A. (1999). Rethinking Leader Member Exchange: An Organizational Justice Perspective. *Leadership Quarterly*, Vol. 10, Issue 1, pp. 25-40.
- [46] Ehrhart, M. G. (2004). Leadership and Procedural Justice Climate as Antecedents of Unit-level Organizational Citizenship Behavior, *Personnel psychology*, Vol. 57, Issue 1, pp. 61-94.
- [47] Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant Leadership: Validation of A Short Form of The SL-28, *The Leadership Quarterly*, Vol. 26, Issue 2, pp. 254-269.