

Paper: “Exploration of the Relationship between Organizational Culture and Its Performance in the Bangladeshi Microfinance Sector with Organizational Innovation as a Mediating Factor”

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Reviewer 1: Isaac Ogundu
Ignatius Ajuru University of Education, Nigeria

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University of Debrecen, Hungary

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Reviewer Name: Professor Isaac Ogundu	
University/Country: Ignatius Ajuru University of Education, Rivers State, Nigeria.	
Date Manuscript Received: 22-03-2024	Date Review Report Submitted: 25-03-2024
Manuscript Title: Explores the Relationship between Organizational Culture and Organizational Performance in the Bangladeshi Microfinance Sector: Organizational Innovation is a Mediating Factor.	
ESJ Manuscript Number: ---24.---04.04.2024---	
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Evaluation Criteria:

Please give each evaluation item a numeric rating on a 5-point scale, along with a thorough explanation for each point rating.

<i>Questions</i>	<i>Rating Result</i> [Poor] 1-5 [Excellent]
1. The title is clear and it is adequate to the content of the article.	4
<i>Yes, The title is quite clear and should be rephrased.</i>	
Suggestion: Exploration of the relationship between organizational culture and its performance in the Bangladeshi microfinance sector with organizational innovation as a mediating factor.	
2. The abstract presents objects, methods, and results.	4
<i>Yes, but the abstract first and second sentences are saying similar things the authors should pick one and delete the other.</i>	
3. There are a few grammatical errors and spelling mistakes in this article.	4
Yes.	
4. The study methods are explained clearly.	4
Yes	
5. The results are clear and do not contain errors.	3
<i>No, the results are not quite clear as the authors did not explicitly state what organizational cultures relate with a corresponding organizational performance as well as what organizational innovation mediated them. They did statistical analysis with inadequate explanation to buttress the facts related to the study.</i>	
6. The conclusions or summary are accurate and supported by the content.	3
<i>No, the results need to reanalyzed to draw up comprehensible conclusion and summary</i>	
7. The references are comprehensive and appropriate.	5
<i>Yes</i>	

Overall Recommendation (mark an X with your recommendation) :

Accepted, no revision needed	
Accepted, minor revision needed	X
Return for major revision and resubmission	
Reject	

Comments and Suggestions to the Author(s):

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Reviewer Name: Dr. Róbert Szűcs	
University/Country: University of Debrecen, Hungary	
Date Manuscript Received: 25.03.2024	Date Review Report Submitted: 26.03.2024
Manuscript Title: Explores the Relationship between Organizational Culture and Organizational Performance in the Bangladeshi Microfinance Sector: Organizational Innovation is a Mediating Factor	
ESJ Manuscript Number: 0404/24	
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You approve, your name as a reviewer of this paper, is available in the “review history” of the paper: Yes	
You approve, this review report is available in the “review history” of the paper: Yes	

Evaluation Criteria:

Please give each evaluation item a numeric rating on a 5-point scale, along with a thorough explanation for each point rating.

<i>Questions</i>	<i>Rating Result</i> [Poor] 1-5 [Excellent]
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1. The title is clear and it is adequate to the content of the article.	5
<p>The paper explores the interplay between organizational culture, performance, and innovation within Bangladesh's microfinance sector. Utilizing a sample of 300 mid and senior managers from the top fifty microfinance organizations, it employs structural equation modeling (SEM) and the partial least squares (PLS) approach to test hypotheses related to these constructs. Findings suggest a positive, significant relationship between organizational culture and both innovation and firm performance. Innovation, in turn, significantly impacts performance and mediates the relationship between culture and performance. The study underscores the importance of fostering an organizational culture that supports innovation to enhance efficiency and maintain competitive advantage. It also highlights the rapid growth and significant impact of microfinance institutions in Bangladesh, contributing to financial inclusion and economic growth. Limitations include the study's focus on the top fifty institutions, suggesting potential for broader research across different sectors and more extensive datasets to deepen understanding of these dynamics.</p> <p>The title "Explores the Relationship between Organizational Culture and Organizational Performance in the Bangladeshi Microfinance Sector: Organizational Innovation is a Mediating Factor" is highly clear and directly reflects the content of the article. It accurately outlines the study's focus on organizational culture, performance, and innovation within the Bangladeshi microfinance sector.</p>	
2. The abstract presents objects, methods, and results.	4
<p>The abstract concisely presents the objective, methodology, and key findings of the study, including the mediating role of organizational innovation. However, a more detailed summary of the methodological approach and a clearer emphasis on the study's unique contributions could enhance its clarity and impact.</p>	
3. There are a few grammatical errors and spelling mistakes in this article.	4
<p>The article is generally well-written, with minimal grammatical errors and spelling mistakes. However, occasional errors and awkward phrasings slightly detract from its overall readability. A thorough proofreading could further polish the text.</p>	
4. The study methods are explained clearly.	5
<p>The study methods, including the use of a self-administered questionnaire, sampling from top microfinance organizations in Bangladesh, and the employment of structural equation modeling (SEM) with a partial least squares (PLS) approach, are explained with clear detail. This thorough explanation enables the replication of the study and demonstrates a robust research design.</p>	
5. The results are clear and do not contain errors.	5
<p>The results are presented clearly, with detailed statistical analysis supporting the findings. Tables and descriptions effectively convey the significant positive relationships among organizational culture, innovation, and performance, as well as</p>	

the mediating role of innovation. The use of clear language and structured presentation ensures that the results are understandable and error-free.	
6. The conclusions or summary are accurate and supported by the content.	5
The conclusions are accurately drawn from the study's findings, emphasizing the importance of organizational culture and innovation in enhancing performance within the microfinance sector. The summary reflects the content comprehensively, highlighting practical implications for managers and policymakers in the sector.	
7. The references are comprehensive and appropriate.	5
The references list is comprehensive, including a wide range of relevant and recent studies that support the research framework. The inclusion of both foundational and contemporary sources demonstrates thorough engagement with the literature and enhances the article's credibility.	

Overall Recommendation (mark an X with your recommendation) :

Accepted, no revision needed	<input type="checkbox"/>
Accepted, minor revision needed	<input checked="" type="checkbox"/>
Return for major revision and resubmission	<input type="checkbox"/>
Reject	<input type="checkbox"/>

Comments and Suggestions to the Author(s):

Overall, this scientific article presents a solid and valuable contribution to understanding the dynamics of organizational culture, innovation, and performance in the Bangladeshi microfinance sector. Despite minor areas for improvement in abstract details and grammatical precision, its strengths in methodological clarity, result presentation, and insightful conclusions make it an excellent resource in its field.

Please fix the above-mentioned errors.

Comments and Suggestions to the Editors Only: