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Paper: “Change Management in Greek Local Government: A Systematic Literature Review”

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Peer review:

Reviewer 1: Asli Cazorla Milla
Universidad Internacional de Valencia, Spain

Reviewer 2: Remi Okeke
University of Nigeria, Nsukka

Reviewer 3: Blinded

Reviewer B:
Recommendation: Accept Submission

The TITLE is clear and it is adequate to the content of the article.

Yes. Quite clear and quite adequate

The ABSTRACT clearly presents objectives, methods, results, and conclusions.

Yes

There are a few grammatical errors and spelling mistakes in this article.

Not necessarily. But Use Initial Capitals in all your subheadings, please.

The study METHODS are explained clearly.

Yes

The results are clear and do not contain errors.

I did not see any errors in the results.

The CONCLUSION or summary is accurate and supported by the content.

Yes

The list of REFERENCES is comprehensive and appropriate.

Yes, highly comprehensive and accurate

Please rate the TITLE of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the ABSTRACT of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the LANGUAGE of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the METHODS of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the RESULTS of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the CONCLUSION of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the REFERENCES of this paper.

[Poor] 1-5 [Excellent]

4

Overall Recommendation!!!

Accepted, minor revision needed

Comments and Suggestions to the Author(s):

Good paper

Reviewer C:

Recommendation: Revisions Required

The TITLE is clear and it is adequate to the content of the article.

The title is clear, concise, and accurately represents both the focus and methodological approach of the manuscript. The paper consistently examines change management within Greek Local Government Organizations and explicitly adopts a systematic literature review approach covering the period 2005–2025. The geographical delimitation is particularly helpful because it communicates the contextual specificity of the research immediately.

The ABSTRACT clearly presents objectives, methods, results, and conclusions.

he abstract provides a strong overview of the study. It identifies the objective, specifies that a PRISMA-guided systematic review was conducted, reports the initial number of records and final sample, presents the four thematic strands, and summarizes the principal research gap. Particularly effective is the distinction between research examining external drivers of change and the relatively limited attention given to internal organizational processes. However, the abstract could be strengthened by briefly specifying the databases searched and by being slightly more cautious with the claim that this represents the “first systematic synthesis.”

There are a few grammatical errors and spelling mistakes in this article.

Overall, the manuscript is well written and generally maintains an appropriate academic tone. The arguments are understandable, terminology is mostly consistent, and the thematic sections are logically structured. Nevertheless, a final language and copy-editing review would improve precision and readability.

The study METHODS are explained clearly.

The methodology is currently the area requiring the greatest improvement. The manuscript identifies PRISMA as its guiding framework and provides the databases, search period, search string, and screening numbers. However, important elements needed for a reproducible systematic review are insufficiently explained. The inclusion and exclusion criteria should be explicitly presented rather than simply described as “predefined.” The authors should explain who conducted screening and coding, how disagreements were resolved, how thematic categories were generated, and whether study quality or risk of bias was assessed. The use of ResearchGate as one of four principal search sources also requires justification. Most importantly, the statement that “limited flexibility” was used to include studies not specifically focused on Greek local government potentially conflicts with the stated systematic eligibility framework.

The results are clear and do not contain errors.

The results are generally organized clearly around descriptive statistics and four thematic areas, providing the reader with a coherent overview of crises and reforms, environmental challenges, digital transformation and accounting systems, and urban planning.

The CONCLUSION or summary is accurate and supported by the content.

The conclusions correspond well with the analysis and explicitly return to each of the three research questions. The manuscript effectively summarizes publication trends, the four thematic clusters, and recurring constraints including centralization, resource shortages, skills deficits, bureaucratic fragmentation, and trust-related challenges. The distinction between reactive adaptation and strategic organizational change is particularly valuable and provides a convincing direction for future research. However, some conclusions should be framed more cautiously given the methodological limitations of the review. Claims concerning the overall state of scholarship depend on the completeness of the search strategy and eligibility procedures.

The list of REFERENCES is comprehensive and appropriate.

The reference list is extensive and combines recent publications with foundational studies relevant to public administration, digital transformation, sustainability, resilience, and organizational change.

Please rate the TITLE of this paper.

[Poor] 1-5 [Excellent]

5

Please rate the ABSTRACT of this paper.

[Poor] 1-5 [Excellent]

4

Please rate the LANGUAGE of this paper.

[Poor] 1-5 [Excellent]

4

Please rate the METHODS of this paper.

[Poor] 1-5 [Excellent]

2

Please rate the RESULTS of this paper.

[Poor] 1-5 [Excellent]

3

Please rate the CONCLUSION of this paper.

[Poor] 1-5 [Excellent]

4

Please rate the REFERENCES of this paper.

[Poor] 1-5 [Excellent]

4

Overall Recommendation!!!

Accepted, minor revision needed

Comments and Suggestions to the Author(s):

The manuscript addresses an interesting and insufficiently synthesized area of public administration research. Its focus on Greek Local Government Organizations is valuable, and the four thematic areas provide a useful framework for understanding how municipalities face simultaneous administrative, environmental, technological, and governance transitions. The discussion also identifies a potentially important conceptual contribution: understanding change management as a cross-cutting organizational capability rather than merely as a response to individual reforms. My principal recommendation is to substantially strengthen the systematic-review methodology.
