

Journal Name:	<u>Journal of Global Economics, Management and Business Research</u>
Manuscript Number:	Ms_JGEMBR_12538
Title of the Manuscript:	Defending the Inclusion of Organizational Theory and Behavior in PhD Programs in Educational Leadership and Policy
Type of the Article	

General guidelines for the Peer Review process:

This journal's peer review policy states that **NO** manuscript should be rejected only on the basis of '**lack of Novelty**', provided the manuscript is scientifically robust and technically sound.

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PART 1: Review Comments

<u>Compulsory</u> REVISION comments	Reviewer's comment	Author's Feedback <i>(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)</i>
<p>Please write a few sentences regarding the importance of this manuscript for the scientific community. Why do you like (or dislike) this manuscript? A minimum of 3-4 sentences may be required for this part.</p>	<p>This manuscript presents a timely and compelling argument for incorporating organizational theory and behavior (OTB) into PhD programs in educational leadership and policy. Its importance lies in equipping future leaders with a comprehensive understanding of organizational dynamics, which is essential for effective decision-making, strategic leadership, and policy implementation. I appreciate the manuscript's interdisciplinary approach, integrating insights from sociology, psychology, and management to build a robust foundation for leadership education. The clear structure and thorough examination of OTB's benefits add depth, making this work valuable for scholars and practitioners alike. However, further exploration of practical applications or case studies might enhance its relevance and provide a stronger empirical basis for the recommendations.</p>	

<p>Is the title of the article suitable? (If not please suggest an alternative title)</p>	<p>No, a more compelling title might be: "Integrating Organizational Theory and Behavior in PhD Programs: Advancing Leadership and Policy Education"</p>	
<p>Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section? Please write your suggestions here.</p>	<p>No, the abstract does not fully include these elements below. While it touches on the importance of Organizational Theory and Behavior (OTB) in PhD programs and the general benefits, it lacks specifics in several areas:</p> <ol style="list-style-type: none"> 1. Key Theories: The abstract does not mention specific organizational theories, leaving readers without a clear sense of the theoretical framework discussed in the manuscript. 2. Detailed Benefits: Although it broadly states the benefits of OTB, it doesn't specify how these benefits directly enhance graduates' skills, like critical thinking or leadership preparedness. 3. Methodology: The abstract omits any mention of the research methodology, which would help establish the rigor and approach of the study. 4. Practical Implications: It lacks a direct reference to the real-world applications of OTB, such as improving policy effectiveness or preparing graduates to handle organizational challenges. 5. Future Research Directions: The abstract does not outline any identified gaps or directions for future research, which could enhance its contribution to the field. 	
<p>Are subsections and structure of the manuscript appropriate?</p>	<p>Yes, I would suggest reorganizing the manuscript to ensure a logical flow that enhances clarity and engagement. For example:</p> <ol style="list-style-type: none"> 1. Add a Clearer Introduction Section: Begin with a succinct introduction outlining the purpose, relevance, and goals of including Organizational Theory and Behavior (OTB) in PhD programs. This will set a strong foundation and help readers quickly grasp the manuscript's intent. 2. Separate Key Theories and Benefits: Create distinct subsections for "Key Organizational Theories" and "Benefits of OTB in PhD Programs." This would allow readers to differentiate between foundational theories and the practical advantages for students. 3. Include a Methodology Section: If not already present, adding a dedicated "Methodology" section would clarify the approach taken in the research, providing transparency and supporting the manuscript's credibility. 4. Implications and Future Research: A separate subsection for "Implications for Practice" and "Directions for Future Research" could enrich the discussion by explicitly addressing the real-world applications and areas for further exploration. 	

<p>Please write a few sentences regarding the scientific correctness of this manuscript. Why do you think that this manuscript is scientifically robust and technically sound? A minimum of 3-4 sentences may be required for this part.</p>	<p>This manuscript is scientifically robust due to its structured approach to foundational theories in Organizational Theory and Behavior (OTB), such as the Resource-Based View (RBV) and Strength-Based Leadership (SBL), with interdisciplinary insights enhancing its relevance to educational leadership. However, it lacks empirical evidence or real-world case studies to substantiate its claims on OTB's benefits in PhD programs, making the conclusions overly theoretical and less impactful. Including practical applications or data-driven examples would significantly strengthen its scientific rigor and enhance its value for curriculum development.</p>	
<p>Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.</p>	<p>No. While the references cover foundational theories, they lack recent studies and empirical research that could provide contemporary insights and support the manuscript's claims. Including newer studies, particularly those demonstrating practical applications of Organizational Theory and Behavior (OTB) in educational leadership or PhD programs, would enhance the manuscript's relevance and scientific rigor.</p>	
<p><u>Minor</u> REVISION comments Is the language/English quality of the article suitable for scholarly communications?</p>	<p>Yes</p>	
<p><u>Optional/General</u> comments</p>	<p>I find that the manuscript lacks sufficient empirical support and recent references, which are essential for a strong scholarly impact. While the manuscript provides a solid overview of foundational theories in Organizational Theory and Behavior (OTB), it does not incorporate recent, peer-reviewed studies or real-world case applications that would validate its claims on the practical benefits of OTB in educational leadership programs. This omission makes the manuscript feel overly theoretical, limiting its relevance and scientific rigor. Adding contemporary references and empirical data would greatly enhance the credibility and impact of this work in the academic field.</p>	

PART 2:

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
<p>Are there ethical issues in this manuscript?</p>	<p><i>(If yes. Kindly please write down the ethical issues here in details)</i></p>	

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