



SDI Review Form 1.6

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Manuscript Number:	Ms_AJEBA_42162
Title of the Manuscript:	ASSESSING CUSTOMER ORIENTATION, COMPETITOR ORIENTATION AND INTER-FUNCTIONAL COORDINATION
Type of the Article	Original Research Article

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PART 1: Review Comments

	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>Compulsory REVISION comments</p>	<p>The paper sought to investigate the relationship between transactional leadership style and market orientation outcomes. The topic is relevant in sustaining SMEs through best leadership practices. The study involved manufacturing SMEs from an emerging economy. Structural Equation Modelling (SEM) was used in estimating the relationship between the variables. The result shows significant inverse relation between transactional leadership and customer orientation and inter-functional coordination. It is believed that if these suggestions are taken into consideration, the quality of the paper can be improved.</p> <p>STRENGTHS The section under theoretical review was well written. There is chronological and logical presentation of thoughts.</p> <p>The use SEM is appropriate for models with simultaneous outcome variables</p> <p>ABSTRACT The first sentence gives a clearer picture of how the topic should be framed. Mention is made of the leadership styles which the topic fails to capture. It is significant enough not to leave out the key independent variable. It is suggested that the topic be reframed to capture 'leadership style(s)'. In that same first sentence you can consider using the simple present tense by saying ...'the purpose of this study is to examine the relationship between transactional leadership and the three tenets of market orientation....'</p> <p>BACKGROUND When you make assertions, provide some reference to support. For example from page 1 (lines 37-38), statements like..'statistics from NBSSI....'entrepreneurship literature teaches that.... Lines 70 & 71: This is where the purpose of the study has been explicitly stated and I suggest the title of the paper should be same.</p> <p>LITERATURE REVIEW Lines 79-81: Consider reviewing the sentence. The use of personality seem to suggest a synonym with leader but the two terminologies are different. Whenever you want to imply there is extant literature, you must provide at least three references. Pages 90-92: Pay attention to the use of time words such as 'today', 'currently' etc. For example 'Thus, a market-oriented firm must respond to the constantly changing of today's business environment in order to continuously provide relevant and timely products that meet the needs and demands of customers (Jaworski & Kohli, 1993). This work you cited is about 25 years old and cannot be described as today. There could have been enough discussion of empirical literature before the hypotheses. Is it possible to consider bringing the hypotheses after the theoretical discussions? You can present the theoretical discussions, followed by empirical evidence then based on these, you state your hypotheses.</p>	



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	<p>The upper echelon theory which provides theoretical explanation to the work is quite brief. Could you use the theory to show the relationship between leadership styles and market orientation outcomes?</p> <p>METHODOLOGY Describe the data collection period by providing the end date of the register of SMEs at the NBSSI.</p> <p>I expected to see the model and its explanation in this section. Explanations to the variables and how they were measured could have been provided. These are too fundamental to the research and cannot be over-looked</p> <p>RESULTS It would have been better to have provided descriptive statistics and some demographic distribution of your respondents. It is most likely some SME fixed effects could provide some influence on the results. Your respondents should be fairly described</p> <p>You have consistently emphasized that the study is about the relationship between transactional leadership and market orientation (lines 7-8, 70-71 and 193-194). What about the transformational leadership found in the structural model in Figure 1? Why was it introduced and what role did it play? Why was it not adequately mentioned in the write-up?</p> <p>LIMITATIONS At least the limitations should have captured the fact that the data was collected 3 years ago and that certain things might have changed. The effect of such changes on the result and how it was addressed could have been provided to give reasonable assurance to readers</p>	
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<p>Minor REVISION comments</p>	<p>In the second sentence of the background, can you provide any reference to support the fact that the political stability (through uninterrupted power transfer) has accounted for the increase in the number of SMEs?</p> <p>For the first time an abbreviation is used, it is necessary to provide its full meaning; for example NBSSI.</p> <p>Line 56: You may consider starting this section in a new paragraph since you begin to talk about your dependent variables. Again, the use of the word 'therefore' seem to suggest a link to an earlier argument on market orientation but it is the first mention in that paragraph. You may consider deleting that connecting word 'therefore'.</p> <p>Line 59: Provide reference to the statement 'as literature suggest'. Show which literature suggests or informs your assertion.</p>	
<p>Optional/General comments</p>	<p>Some assertions were made without enough literature support. The quality of the paper can be enhanced if such statements are given empirical support as a demonstration of the author(s) familiarity with literature. On the whole, the references are not too current. The paper could be spiced with some current literature. The most current reference is 2014. It looks as if the data was collected three years ago (2015). It is possible the data could still be relevant but that justification should be made after capturing it as a possible limitation. Again, one good way of making the data still relevant is the use of recent literature to validate the data.</p>	

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