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| Book Name: | **Contemporary Issues in Business and Management** |
| Manuscript Number: | **Ms\_BPR\_3337.1** |
| Title of the Manuscript:  | **ASSESSING MANAGERS’ KNOWLEDGE AND PERCEPTIONS OF PERFORMANCE MANAGEMENT IN A TERTIARY INSTITUTION AMIDST EVOLVING SOCIO-ECONOMIC FRAMEWORKS** |
| Type of the Article | **Book Chapter** |

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| PART 1: Review Comments |
| Compulsory REVISION comments | Reviewer’s comment | Author’s Feedback *(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **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.** | **This manuscript addresses a crucial gap in understanding performance management within South Africa’s higher education security sector. Its importance lies in the exploration of both organisational and contextual factors, such as apartheid's legacy, which continue to influence managers' knowledge and perceptions of performance management. By adopting a constructivist and phenomenological approach, the study provides valuable insights that underscore the need for culturally sensitive and context-specific management systems that address socio-economic disparities and enhance equitable development. I appreciate the manuscript's thorough exploration of these complex dynamics, as it highlights the necessity of shifting from traditional Eurocentric management models to those tailored for developing regions.** |  |
| **Is the title of the article suitable?****(If not please suggest an alternative title)** | **The current title of the article, "Assessing Managers' Knowledge and Perceptions of Performance Management in a Tertiary Institution Amidst Evolving Socio-Economic Frameworks," is generally suitable as it highlights the study's focus on the knowledge and perceptions of managers within a performance management context in higher education, considering socio-economic dynamics. However, the title could be made more concise for clarity and impact.****An alternative title could be:*** **"Performance Management Perceptions in South African Higher Education: Exploring Organisational and Socio-Economic Influences."**

**This revised title maintains the core elements while being more focused and engaging.** |  |
| 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. | **The abstract is generally well-structured, covering the study's primary aims, methodology, key findings, and implications. However, a few improvements could enhance clarity and conciseness:**1. **Refinement for Focus: Consider rephrasing to provide a more succinct overview of the study's core contributions, emphasizing key findings without extensive background information, which could streamline the abstract.**
2. **Addition of Specific Findings: Highlight specific organizational and contextual factors identified, such as "inadequate technological competencies" or "socio-economic disparities,” to clarify what makes these factors unique to the South African security context.**
3. **Implications Emphasis: To strengthen the conclusion, briefly outline how addressing identified factors contributes to equitable performance management and socio-economic development, which would provide a clear connection to broader societal impacts.**

**These adjustments could improve readability and make the abstract more informative for readers seeking an overview of the study's relevance.** |  |
| **Are subsections and structure of the manuscript appropriate?** | **The manuscript's structure and use of subsections are generally effective, covering key areas like the research objective, theoretical frameworks, internal and external factors, and methodology in an organized manner. This structure allows for a clear understanding of the study's scope and objectives. However, a few adjustments could enhance coherence and readability:**1. **Consolidate Similar Sections: Combining closely related subsections, such as "Organisational Culture and Values" and "Senior Management Commitment," could streamline the flow of information under broader themes.**
2. **Emphasize Key Themes Visually: Using visual aids, such as models and summary tables, to capture the relationships between contextual and organisational factors would clarify complex connections without extensive textual explanations.**
3. **Future Research and Limitations: These sections could be expanded slightly to provide a more comprehensive discussion of limitations and suggestions, enhancing the manuscript’s contribution to the field.**

**These modifications would improve structure while maintaining a comprehensive, reader-friendly format.** |  |
| **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.** | **The manuscript demonstrates scientific rigor by employing a qualitative, interpretivist approach to explore complex contextual, organisational, and socio-economic factors impacting performance management within the South African higher education security sector. The use of in-depth, semi-structured interviews, followed by a thorough thematic analysis, reflects a robust methodology that ensures depth in understanding and credibility in findings.** **The manuscript’s contextualized approach, grounded in social constructivism, makes it scientifically robust, as it integrates nuanced cultural and socio-economic influences often overlooked in performance management research, ensuring that the findings are both applicable and insightful for similar settings** |  |
| **Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.****-** | **The references included in the manuscript are fairly comprehensive, reflecting a mix of recent studies and foundational sources relevant to performance management in socio-economic contexts. Many references are from the past five years, covering qualitative research methods, organisational culture, and performance management in developing countries, which is appropriate given the manuscript's focus on South Africa's unique socio-economic challenges.****However, it could benefit from additional recent studies on context-specific performance management models or culturally adaptive management practices to support its thematic focus on the influence of apartheid and socio-economic factors. Relevant sources might include literature on cultural diversity in performance management and equity-focused organisational policies to provide a broader academic base for the manuscript’s conclusions on performance management in a South African setting** |  |
| Minor REVISION commentsIs the language/English quality of the article suitable for scholarly communications? | The language and English quality of the manuscript is appropriate for scholarly communication, displaying academic rigor, clear explanations, and a consistent style throughout. Terminology specific to qualitative research and performance management is used accurately, which strengthens the clarity and relevance of the discussion. Additionally, the manuscript appropriately addresses cultural and contextual nuances, such as the historical impact of apartheid, with clear, respectful language that enhances comprehension.Minor improvements could be made by refining certain complex sentences to enhance readability, particularly for an international academic audience, without altering the nuanced detail required in discussing socio-economic impacts​ |  |
| Optional/General comments |  |  |

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| **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)* |
| **Are there ethical issues in this manuscript?**  | *(If yes, Kindly please write down the ethical issues here in details)* |  |

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| **Reviewer Details**: |
| Name: | **Kamal Sabri Bin Kamarudin** |
| Department, University & Country | **Malaysia** |