

### Review Form 3

Journal Name:	<a href="#">Asian Journal of Economics, Business and Accounting</a>
Manuscript Number:	Ms_AJEBA_125524
Title of the Manuscript:	The Role of Strategic Human Resources Management in Merger and Acquisition in Access Bank Nigeria I
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. To know the complete guidelines for the Peer Review process, reviewers are requested to visit this link:

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#### PART 1: Review Comments

Compulsory 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>
<b>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.</b>	This paper discusses a crucial area of strategic human resources management (SHRM), particularly in the banking industry in Nigeria, where SHRM techniques are crucial but little understood. The emphasis on communication, integration, and employee retention as essential SHRM components draws attention to the intricacies and frequently disregarded human factors of M&As that are essential for positive organizational outcomes. The empirical methodology of the study, which makes use of quantitative data from a sizable sample of respondents, provides useful insights into these SHRM issues and advances knowledge of the HR factors affecting M&A success. By integrating SHRM theory with M&A process dynamics, this study closes a significant gap in the scientific literature and offers evidence-based recommendations that may be implemented in related industries and geographical areas.	
<b>Is the title of the article suitable? (If not please suggest an alternative title)</b>	This title is seems ok but in my suggestion below title will be more appropriate. "Strategic Human Resources Management in Mergers and Acquisitions: Enhancing Retention, Integration, and Communication in Access Bank Nigeria"	
<b>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.</b>	The following points should be included in the abstract. 1) Clarify Key Components of SHRM and M&As 2) Methodology Details 3) Results Summary 4) Contribution to Knowledge	
<b>Are subsections and structure of the manuscript appropriate?</b>	<b>Problem Statement, Rationale, and Significance</b> : This section covers the gaps in existing research well, but it might benefit from being divided into clearer subsections, such as "Problem Statement," "Rationale," and "Significance of Study." This would enhance readability.  <b>Research Aims, Objectives, and Questions:</b> These are clear and relevant to the study. However, presenting the objectives and research questions in a numbered list, as done, is helpful. To enhance the flow, you could place the research questions immediately after the objectives.	
<b>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.</b>	Because it is based on well-known SHRM and M&A theories—like resource-based perspective theory, social exchange theory, and stakeholder theory—which are generally recognised frameworks in HRM research, this manuscript is technically sound and scientifically sound. The results are more reliable because of the comprehensive methodology, which uses a quantitative approach using Likert-scale questionnaires and a sizable sample size (226 respondents). The study's rigour is further reinforced by the use of SPSS for data analysis, which guarantees that frequency tables, means, and standard deviations are used to statistically validate the	

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	interpretation of results. Furthermore, by concentrating exclusively on SHRM elements in the Nigerian banking industry, the study closes a vacuum in the body of knowledge and offers useful suggestions for post-merger integration.	
<p><b>Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.</b></p> <p>=</p>	<p>A few suggestions could enhance the reference list:</p> <ol style="list-style-type: none"> <li><b>Emerging Technologies in SHRM:</b> Including recent studies on digital or e-HRM practices and their role in organizational integration post-merger could add depth, especially as digital transformations increasingly impact HR practices. For example, including more recent insights on the role of AI or machine learning in SHRM could be beneficial.</li> <li><b>Cross-Cultural Management:</b> Since M&amp;As often involve cultural integration challenges, additional references on cross-cultural management could enhance the analysis of post-merger integration challenges.</li> <li><b>Impact of Employee Well-being on Integration Success:</b> Including studies focused on employee well-being and support in post-merger integration may provide a more holistic view, as this aspect is critical to both SHRM and M&amp;A outcomes.</li> </ol>	
<p><u>Minor</u> REVISION comments</p> <p><b>Is the language/English quality of the article suitable for scholarly communications?</b></p>	<p>The language quality of the article appears suitable for scholarly communication, with formal tone and appropriate terminology for topics. However, a thorough proofreading to catch any minor issues with syntax, grammar, or vocabulary would be beneficial. This could enhance readability and ensure coherence, particularly in sections with detailed analyses. Additionally, checking for consistency in tense and voice (typically favoring passive or objective construction in academic writing) could further refine the quality.</p>	
<p><u>Optional/General</u> comments</p>	<p>While the literature review covers a broad range of relevant studies, adding a brief critique or comparative analysis of key studies would demonstrate a deeper engagement with existing scholarship. Additionally, ensuring a logical flow in the presentation of literature (e.g., chronologically or thematically) could further enhance readability. The conclusion could be further strengthened by summarizing the paper's key contributions in a concise manner. Reinforcing how the study advances understanding in both strategic human resource management and M&amp;A contexts would underscore its value.</p>	

**PART 2:**

	<b>Reviewer's comment</b>	<b>Author's comment</b> (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><b>Are there ethical issues in this manuscript?</b></p>	<p><i>(If yes, Kindly please write down the ethical issues here in details)</i></p>	

**Reviewer Details:**

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