

Review Form 3

Journal Name:	Asian Journal of Economics, Business and Accounting
Manuscript Number:	Ms_AJEBA_127646
Title of the Manuscript:	The Impact of Leadership Skills on Information Technology Project Success in Lagos State, Nigeria
Type of the Article	Short Research Article

PART 1: 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. A minimum of 3-4 sentences may be required for this part.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership Development Programs Organizations in Lagos State's IT sector should invest in leadership training initiatives focused on emotional intelligence, effective communication, adaptability, and decision-making. Tailored workshops and seminars can help IT project managers build these critical skills, enabling them to handle challenges like infrastructure constraints and regulatory delays. <input type="checkbox"/> Integration of Agile Leadership Practices Adopting agile methodologies can enhance flexibility and responsiveness in IT projects. Training project managers and teams in agile principles, such as iterative planning and customer-centric approaches, would foster innovation and improve project outcomes. <input type="checkbox"/> Strengthening Cross-Cultural and Collaborative Skills With globalization influencing IT practices, Lagos-based IT professionals should focus on developing cross-cultural communication skills. Collaborations with global teams require understanding diverse perspectives, which can be achieved through inclusive leadership training. <input type="checkbox"/> Policy and Infrastructure Advocacy The study highlights the need for supportive infrastructure and streamlined regulations. IT leaders and organizations should collectively advocate for improved policies, investments in infrastructure, and a conducive business environment to foster IT project success. <input type="checkbox"/> Mentorship and Knowledge-Sharing Platforms Establish mentorship programs that connect emerging IT project leaders with experienced professionals. This exchange of knowledge can prepare young leaders to tackle real-world challenges effectively. <input type="checkbox"/> Use of Technology for Leadership Evaluation Implement tools and technologies to monitor and evaluate the effectiveness of leadership practices in IT projects. Real-time feedback systems and performance dashboards can provide insights into areas for improvement and celebrate successes. <input type="checkbox"/> Focus on Team Well-Being Emotional intelligence should extend to creating a positive work environment that prioritizes the mental health and well-being of team members. Regular team-building activities and mental health resources can boost morale and productivity. 	
<p>Is the title of the article suitable? (If not please suggest an alternative title)</p>	<p>Yes, the title "<i>The Impact of Leadership Skills on Information Technology Project Success in Lagos State, Nigeria</i>" is suitable. Here's why:</p> <ol style="list-style-type: none"> 1. Clarity and Specificity: The title clearly states the key focus of the study—leadership skills and their impact on IT project success in a specific geographical location (Lagos State, Nigeria). This specificity makes it easy for readers to understand the scope and context of the research. 2. Relevance: The title reflects the central themes discussed in the article, including the examination of leadership skills (such as communication, decision-making, emotional intelligence, and adaptability) and their influence on IT project outcomes in Lagos. 3. Engagement: It is concise yet comprehensive, providing enough information to attract interest from academics, professionals, and policymakers concerned with IT project management and leadership in Nigeria and similar contexts. 	

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	<p>If you want to make it even more engaging, you might consider including a hint about the study's methodology or findings, e.g.,</p> <ul style="list-style-type: none">• <i>"Exploring the Impact of Leadership Skills on IT Project Success in Lagos State, Nigeria: Insights from IT Professionals"</i>• <i>"Leadership Skills and IT Project Success in Lagos State, Nigeria: A Quantitative Study"</i>	
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<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>The abstract is comprehensive and well-structured, but there is room for slight refinement to enhance clarity and impact. Below are some suggestions:</p> <p>Strengths of the Abstract</p> <ol style="list-style-type: none"> Context Setting: Referring to Lagos State as "Africa's Silicon Valley" establishes its importance as a tech hub and makes the research relevant and engaging. Research Gap Identification: It clearly highlights a gap in existing research on leadership skills in Lagos' IT sector. Methodology Mentioned: The sample size (206 IT professionals) and source (Lagos State Ministry of Innovation, Science, and Technology) are appropriately included. Findings Summary: Key findings about decision-making, adaptability, communication, and emotional intelligence are well-presented, linking them to practical outcomes. Value Proposition: The abstract emphasizes the practical and academic contributions of the study. <p>Suggestions for Improvement</p> <ol style="list-style-type: none"> Tighten Language: Some phrases can be streamlined to make the abstract more concise while retaining its meaning. <ul style="list-style-type: none"> Example: "The results show that decision-making and adaptability are vital for overcoming the region's unique challenges" could be rephrased to "Decision-making and adaptability are essential for navigating Lagos' unique challenges." Highlight Objective Clearly: While the research gap is stated, the explicit objective of the study could be framed more prominently in a single sentence. <ul style="list-style-type: none"> Suggested Addition: "This study aims to evaluate the influence of leadership skills on IT project outcomes in Lagos State." Expand on Methodology: Mentioning the research design (e.g., survey, quantitative analysis, etc.) would provide additional context. <ul style="list-style-type: none"> Suggested Addition: "Data was collected through structured surveys and analyzed using quantitative techniques to evaluate the relationship between leadership skills and project success." Clarify Practical Applications: While the findings are insightful, elaborating briefly on their potential implications for practice could add value. <ul style="list-style-type: none"> Suggested Addition: "These findings can guide leadership training programs and policy formulations to enhance project outcomes in Lagos' IT sector." Align Keywords with Key Themes: The keywords are relevant, but you might consider adding "project outcomes" or "IT sector leadership" to make them more reflective of the article's scope. 	
<p>Is the manuscript scientifically, correct? Please write here.</p>	<p>Evaluation of Scientific Correctness</p> <ol style="list-style-type: none"> Identification of Research Gap: <ul style="list-style-type: none"> The manuscript identifies a gap in understanding the specific impact of leadership skills in the IT sector of Lagos, a rapidly evolving market. This demonstrates a clear rationale for the study, which is essential for scientific research. Study Context: <ul style="list-style-type: none"> The focus on Lagos State, Nigeria, as a burgeoning IT hub ("Africa's Silicon Valley") contextualizes the research well. This geographical and industrial relevance is crucial for the study's significance. Data Collection and Sample Size: <ul style="list-style-type: none"> Mentioning a sample of 206 IT professionals suggests adequate data for statistical analysis, assuming the sampling method was representative of the population. However, details of the sampling technique (e.g., random sampling, stratified sampling) are missing and should be provided. Variables and Analysis: <ul style="list-style-type: none"> The focus on leadership skills (decision-making, adaptability, communication, emotional intelligence) and their impact on IT project success indicates a logical framework. However, the abstract does not specify the tools or models used for analysis (e.g., regression analysis, structural equation modeling), which are crucial for evaluating scientific rigor. Findings and Implications: <ul style="list-style-type: none"> The results highlight specific leadership skills contributing to project success, offering 	

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	<p>actionable insights. This aligns with the study's objectives and demonstrates scientific validity. However, the abstract does not mention the statistical significance or effect sizes of the findings, which are necessary to establish credibility.</p> <p>6. Relevance to Existing Literature:</p> <ul style="list-style-type: none"> ○ The study claims to contribute to the body of knowledge but does not cite or compare its findings with existing studies. A discussion of how the findings align or differ from prior research would strengthen the scientific argument. <p>Suggestions for Improvement</p> <p>1. Clarify Methodology:</p> <ul style="list-style-type: none"> ○ Specify the research design (e.g., cross-sectional survey, longitudinal study) and tools used for analysis (e.g., SPSS, SmartPLS). This transparency is essential for reproducibility and scientific rigor. <p>2. Address Limitations:</p> <ul style="list-style-type: none"> ○ Include potential limitations, such as sample representativeness, generalizability beyond Lagos, or biases in self-reported data. Acknowledging these enhances scientific integrity. <p>3. Theoretical Framework:</p> <ul style="list-style-type: none"> ○ Referencing a theoretical framework (e.g., transformational leadership theory, contingency theory) would provide a stronger foundation for the study and its variables. <p>4. Quantitative Evidence:</p> <ul style="list-style-type: none"> ○ Include statistical metrics, such as p-values, R-squared values, or confidence intervals, to substantiate claims about the importance of decision-making, adaptability, and other leadership skills. <p>5. Broader Implications:</p> <ul style="list-style-type: none"> ○ Discuss the global applicability of findings or their relevance to other rapidly developing IT hubs, which would enhance the study's value. <p>Final Assessment</p> <p>The manuscript is scientifically correct in its structure and objectives but requires additional details in methodology, theoretical underpinnings, and statistical evidence to strengthen its scientific validity and impact.</p>	
<p>Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.</p>	<p>The references provided are a robust mix of foundational leadership texts, recent studies, and contextually relevant works, ensuring a solid theoretical and practical base for the study. However, a few points and suggestions can improve the overall quality and recency of the references:</p> <p>Strengths:</p> <p>1. Foundational Texts:</p> <ul style="list-style-type: none"> ○ References like Bass & Riggio (2006) on transformational leadership and Goleman (2020) on emotional intelligence provide a solid theoretical foundation. <p>2. Recent Publications:</p> <ul style="list-style-type: none"> ○ Several 2023 and 2024 works (e.g., Abbas & Ali, 2023; Bolden et al., 2023; Connelly, 2024) ensure the study stays current and relevant. <p>3. Contextual Relevance:</p> <ul style="list-style-type: none"> ○ References like Ogunde & Fagbenle (2013) and Chete et al. (2014) contextualize leadership and project management challenges within Lagos and Nigeria. <p>4. Diverse Perspectives:</p> <ul style="list-style-type: none"> ○ The inclusion of references on shared leadership, virtual teams, and agile methodologies (e.g., Imam & Zaheer, 2021; Lee-Kelley & Sankey, 2008; Serrador & Pinto, 2015) enriches the discussion. <p>Areas for Improvement and Suggestions:</p> <p>1. Recent Leadership and IT-focused Studies:</p> <ul style="list-style-type: none"> ○ Consider including studies that explore leadership in the IT sector specifically. For example: <ul style="list-style-type: none"> ▪ Pradhan, S., & Jena, L. K. (2022). The impact of ethical leadership on team productivity in IT projects. <i>Journal of Business Ethics</i>. ▪ Hoda, R., & Noble, J. (2017). Becoming agile: Leadership in IT project management. <i>IEEE Software</i>. 	

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	<p>2. Regional and Cultural Context:</p> <ul style="list-style-type: none"> ○ More recent studies on African or Nigerian leadership and project management contexts would strengthen the contextual analysis: <ul style="list-style-type: none"> ▪ Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. <i>Annual Review of Psychology</i>. ▪ Nwagbara, U. (2020). Leadership dynamics in Africa: Challenges and opportunities. <i>African Journal of Business Management</i>. <p>3. Methodology References:</p> <ul style="list-style-type: none"> ○ Since the study involves quantitative data analysis, consider citing: <ul style="list-style-type: none"> ▪ Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). <i>Multivariate Data Analysis</i>. Pearson Education. ▪ Field, A. (2017). <i>Discovering statistics using IBM SPSS Statistics</i>. Sage Publications. <p>4. Inclusion of Technology-Focused Leadership Research:</p> <ul style="list-style-type: none"> ○ Recent research on leadership in technology and innovation management: <ul style="list-style-type: none"> ▪ Ahmed, S., & Mohamed, A. (2021). Leadership styles and innovation in IT: A meta-analytical review. <i>Journal of Innovation Management</i>. <p>5. More Agile Project Management References:</p> <ul style="list-style-type: none"> ○ Since agile methodologies are becoming more prominent in IT projects: <ul style="list-style-type: none"> ▪ Dikert, K., Paasivaara, M., & Lassenius, C. (2016). Challenges and success factors for large-scale agile transformations. <i>Journal of Systems and Software</i>. <p>Final Assessment: The current references are sufficient and relevant, but incorporating more recent studies and those focused on IT leadership and regional contexts will enhance the study's depth and applicability.</p>	
<p>Is the language/English quality of the article suitable for scholarly communications?</p>	<p>The language quality of the article is generally suitable for scholarly communication. It demonstrates a clear focus, uses academic vocabulary, and maintains a professional tone.</p>	
<p>Optional/General comments</p>		

PART 2:

	<p>Reviewer's comment</p>	<p>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>
<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>	

Reviewer Details:

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