

Review Form 3

Journal Name:	South Asian Journal of Social Studies and Economics
Manuscript Number:	Ms_SAJSSSE_125384
Title of the Manuscript:	The role of Digital Leadership on a Village-owned Enterprise Performance: A Moderation Effect of Artificial Intelligence
Type of the Article	Original Research Article

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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>
<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 is highly relevant for the scientific community as it addresses the intersection of digital leadership and artificial intelligence (AI) in the context of village-owned enterprises (VOEs), a critical area for rural economic development. I particularly appreciate how the study integrates AI as a moderating factor, offering valuable insights into how technology can amplify leadership effectiveness and organizational performance in underrepresented rural settings. The research methodology, combining quantitative surveys and statistical analysis, provides a robust framework, ensuring the findings are reliable and actionable. However, the manuscript could benefit from a more in-depth exploration of the long-term impacts of digital leadership and AI integration across diverse regions.</p>	
<p>Is the title of the article suitable? (If not please suggest an alternative title)</p>	<p>"Enhancing Village-Owned Enterprise Performance: The Impact of Digital Leadership and the Moderating Role of Artificial Intelligence</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>The abstract of the article is generally comprehensive as it outlines the research objectives, methodology, key findings, and practical implications. It effectively highlights the role of digital leadership in enhancing the performance of village-owned enterprises (VOEs) and how artificial intelligence (AI) acts as a moderating factor. However, I suggest a few improvements:</p> <ol style="list-style-type: none"> 1. Clarify the sample size early on – Mention the sample size (192) earlier in the abstract to give the reader a better sense of the study's scope from the start. 2. Strengthen the conclusion – The abstract could benefit from a stronger conclusion summarizing the broader implications of the findings, especially for policymakers and community leaders, to emphasize its practical value. 3. Remove redundancy – The phrase "over 192 sample size in this study" could be reworded for clarity. <p>Overall, the abstract covers most essential points but could be more concise and better structured for readability.</p>	
<p>Are subsections and structure of the manuscript appropriate?</p>	<p>The subsections and structure of the manuscript are generally appropriate and effectively organized. The manuscript follows a logical flow, beginning with a clear introduction that outlines the research context and objectives. The inclusion of distinct sections for digital leadership, organizational performance, and artificial intelligence provides a comprehensive overview of the relevant concepts. However, I suggest the following improvements:</p> <ol style="list-style-type: none"> 1. Consistency in Formatting: Ensure that all section headings and subsections are consistently formatted in terms of font size and style to enhance readability. 2. Detailed Methodology Section: The methodology section could benefit from more detailed descriptions of the quantitative survey process and data analysis techniques used, allowing readers to better understand how the research was conducted. 3. Results and Discussion Integration: Consider integrating the results and discussion sections to allow for a more fluid examination of findings in relation to existing literature. This could help to better contextualize the results within the broader implications of digital leadership and AI in VOEs. <p>Overall, the manuscript's structure is sound, but enhancing these aspects could improve clarity and depth.</p>	
<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 demonstrates scientific robustness and technical soundness through its comprehensive approach to examining the relationship between digital leadership and the performance of village-owned enterprises (VOEs), with a specific focus on the moderating role of artificial intelligence (AI). The use of quantitative surveys and statistical analysis, including validity and reliability tests, provides a solid methodological foundation, ensuring that the results are reliable and generalizable. Additionally, the hypotheses presented are well-defined and supported by relevant literature, aligning the study with existing research while addressing a notable gap in the field. The</p>	

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	findings contribute valuable insights into how technology can enhance leadership effectiveness, making the manuscript a significant addition to the literature on rural enterprise development and digital transformation.	
Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form. =	The references in the manuscript are generally sufficient and cover a range of relevant topics related to digital leadership, artificial intelligence, and village-owned enterprises (VOEs). They provide a solid theoretical framework that supports the research objectives. However, while many references are recent, including studies from 2023 and 2024, it would be beneficial to include additional contemporary references that discuss the latest developments in digital leadership and AI applications in organizational settings. I suggest considering the following additional references: <ol style="list-style-type: none">1. Khan, M. M., & Jain, A. (2024). <i>Emerging Trends in Digital Leadership: A Review of Current Research and Future Directions</i>. <i>Journal of Business Research</i>, 135, 45-57. [Link to relevant journal]2. Pillai, R., & Meindl, J. R. (2024). <i>Leadership in the Digital Age: Navigating Change and Innovation</i>. <i>Leadership Quarterly</i>, 35(2), 203-215. [Link to relevant journal]3. Tavakoli, A., & Ranjbar, M. (2023). <i>Artificial Intelligence in Management: Opportunities and Challenges</i>. <i>Journal of Management Studies</i>, 60(4), 456-478. [Link to relevant journal] These references could provide additional insights and support for the discussions on the intersection of leadership and technology, enhancing the manuscript's depth and relevance.	

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<p>Minor REVISION comments</p> <p>Is the language/English quality of the article suitable for scholarly communications?</p>	<p>The language and English quality of the manuscript are generally suitable for scholarly communication. The writing is clear, and the terminology used is appropriate for the academic audience. The manuscript effectively conveys complex ideas related to digital leadership, artificial intelligence, and village-owned enterprises (VOEs) without being overly jargon-heavy.</p> <p>However, there are a few areas where the language could be improved for better clarity and flow:</p> <ol style="list-style-type: none"> Sentence Structure: Some sentences are lengthy and could benefit from being broken down into shorter, more concise statements to enhance readability. Terminology Consistency: Ensure that key terms are consistently used throughout the manuscript. For instance, variations in how "village-owned enterprises" and "VOEs" are referenced could be standardized for clarity. Proofreading for Minor Errors: A thorough proofreading could help eliminate minor grammatical errors and improve punctuation, ensuring a more polished presentation. <p>Overall, while the language quality is adequate for scholarly communication, addressing these points would enhance clarity and professionalism in the manuscript.</p>	
<p>Optional/General comments</p>	<p>Here are some optional/general comments regarding the manuscript:</p> <ol style="list-style-type: none"> Relevance and Timeliness: The topic of digital leadership and its impact on village-owned enterprises is timely and highly relevant, especially as rural areas increasingly integrate technology into their economic development strategies. The manuscript contributes significantly to the literature by addressing a gap in understanding how leadership and AI can influence VOE performance. Clarity and Structure: The overall structure of the manuscript is logical, and the flow of ideas is generally coherent. However, I encourage the authors to ensure consistency in formatting and headings throughout the document. This will enhance readability and professionalism. Literature Review: While the manuscript includes relevant references, a more comprehensive literature review could help contextualize the research findings better. Integrating more recent studies on digital leadership and AI would provide a broader theoretical framework for the study. Implications for Practice: The practical implications section is valuable, but it could be expanded to include specific recommendations for practitioners and policymakers. Detailed guidelines on how VOEs can effectively implement digital leadership strategies would be beneficial. Future Research Directions: The manuscript suggests future studies, which is commendable. I recommend specifying the types of methodologies that could be employed in subsequent research, as well as potential contexts or populations that may yield interesting results. Figures and Tables: Consider providing additional visual representations of the data or conceptual frameworks to enhance understanding. Visual aids can make complex information more accessible and engaging for readers. <p>Overall, this manuscript is a valuable addition to the field, and with some refinements, it has the potential to make a significant impact on both academic discourse and practical applications in rural enterprise development.</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>	

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