

## REVIEWER'S REPORT

**Manuscript No.: JNBMS-011**

**Title: Executive Language and Compliance Culture: How Leadership Speech Shapes Ethical Behaviour in Banking and Regulated Organizations.**

**Recommendation:**

**Accept after minor revision.**

| Rating         | Excel. | Good | Fair | Poor |
|----------------|--------|------|------|------|
| Originality    | ✓      |      |      |      |
| Techn. Quality | ✓      |      |      |      |
| Clarity        | ✓      |      |      |      |
| Significance   | ✓      |      |      |      |

**Reviewer's ID: JPR-Dr. Bishwajit Rout**

### *Detailed Reviewer's Report*

#### **Overall Evaluation**

The manuscript, "Executive Language and Compliance Culture: How Leadership Speech Shapes Ethical Behaviour in Banking and Regulated Organizations" argues that compliance failures in banking and regulated sectors often originate from "executive language failure"—phrases signaling performance pressure, permission for shortcuts, or regulatory minimization. It introduces Compliance Speech Governance as a leadership capability and develops practical frameworks: a Compliance Speech Risk Matrix, Conduct-Safe Performance Metrics Model, Truth-Flow/Whistle-Blowing Safety Loop, and Compliance Culture Correction Loop. Integrating ethical leadership, tone-at-the-top, and conduct risk, it offers propositions and a measurement index for future empirical research. Insightful and actionable for regulated industries, though limited by its non-empirical nature.

#### **Suggestions for Improvement:**

1. Distinguish conceptual propositions from tested relationships to improve academic precision and reduce interpretive ambiguity among readers.
2. Introduce clearer boundaries separating language influence from broader organizational control mechanisms and contextual determinants.
3. Include explicit research questions guiding conceptual model development and proposition generation throughout the manuscript.

**REVIEWER'S REPORT**

4. Develop stronger comparative synthesis demonstrating conceptual differentiation from ethical leadership and organizational culture frameworks.
5. Integrate contradictory findings to strengthen theoretical credibility and reduce confirmation bias in argumentation.
6. Add detailed explanation linking theoretical assumptions with proposed propositions and operational measurement architecture.
7. Describe limitations of conceptual inference and generalizability across institutional and cultural contexts.
8. Include visual explanation showing directional mechanisms between leadership speech and compliance outcomes.
9. Explain why proposed governance disciplines outperform existing culture-management approaches under regulatory pressure.
10. Explain decision criteria distinguishing permission signals from concealment and regulatory minimization categories.
11. Include examples demonstrating practical application across multiple regulated organizational contexts and governance settings.
12. Demonstrate implementation feasibility through detailed examples from diverse regulatory and organizational environments.
13. Include expected effect directions and alternative explanatory mechanisms within empirical testing designs.
14. Clarify practical implementation constraints globally.

**Final Verdict:**

This manuscript presents an innovative and intellectually promising conceptual contribution by introducing Compliance Speech Governance as a leadership-control construct. The framework demonstrates originality and practical relevance for regulated environments. However, publication readiness would benefit from stronger theoretical delimitation, clearer construct operationalization, improved methodological justification, and a more explicit empirical pathway. Recommendation: Minor Revision before publication consideration. Addressing the identified weaknesses will make it suitable for publication in **JNBMS**.

I recommend this paper for publication after minor revision.