

REVIEWER'S REPORT

Manuscript No.: IJAR- 57172

Title: Servant Leadership and Organizational Citizenship Behavior to Enhancing of Individual Performance.

Recommendation:

Accept after minor revision.

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

Reviewer Name: Dr. Bishwajit Rout

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This study is significant as it explores the combined influence of Servant Leadership and Organizational Citizenship Behavior on employee performance within a specific industrial context. It contributes to organizational behavior literature by highlighting the importance of leadership style and voluntary employee behavior in enhancing productivity. The findings provide useful insights for managers aiming to improve workforce effectiveness and organizational outcomes.
- Strength:** The study's primary strength lies in its empirical approach, using regression analysis to examine relationships between key organizational variables. It integrates leadership and behavioral constructs effectively, offering a practical perspective on performance enhancement. The focus on a specific industry context adds relevance, while the structured framework and statistical analysis provide a solid foundation for further research and managerial application.
- Key Insight:** The key insight of this research is that both Servant Leadership and Organizational Citizenship Behavior significantly influence employee performance, with OCB demonstrating a relatively stronger effect. The findings suggest that fostering voluntary, extra-role behaviors alongside supportive leadership practices can substantially enhance organizational outcomes, emphasizing the importance of employee engagement and leadership style in driving performance improvements.

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Reviewer's Comment / Report

The paper titled “*Servant Leadership and Organizational Citizenship Behavior to Enhancing of Individual Performance*” examines the influence of Servant Leadership and Organizational Citizenship Behavior (OCB) on employee performance among 67 leather industry workers in Garut, Indonesia, using multiple regression analysis. Findings reveal that both variables significantly affect performance, both individually and jointly, with Servant Leadership and OCB contributing to enhanced individual outcomes through support, extra-role behaviors, and employee empowerment. The research supports hypotheses linking these factors to productivity in a small-scale industrial context. While the results are consistent with existing literature, the small sample size, limited sector focus, and basic analytical approach restrict generalizability. It offers practical insights for leadership development in traditional industries.

Suggestions for Improvement:

1. Clearly define research gap distinguishing study from prior literature.
2. Improve grammar and eliminate typographical errors throughout introduction section.
3. Reduce descriptive content and increase analytical comparison between studies.
4. Ensure consistent citation style across all referenced authors and studies.
5. Provide stronger theoretical justification for proposed variable relationships.
6. Improve clarity of conceptual diagram with proper labeling and explanation.
7. Resolve inconsistency between population size and sample size reported.
8. Provide justification for using regression analysis in this study.
9. Improve table formatting and consistency across all presented data tables.
10. Strengthen comparison with previous studies to support findings.
11. Avoid repetition of results already presented in analysis section.
12. Reduce repetition and focus on concise summary of findings.
13. Clearly highlight study's contribution to organizational behavior literature.
14. Prioritize recommendations based on importance and feasibility for managers.

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The manuscript addresses an important topic in organizational behavior, examining the influence of Servant Leadership and OCB on employee performance. While the study presents useful empirical findings, it requires revisions in methodological consistency, language clarity, and analytical depth. Addressing issues related to sample inconsistencies, theoretical integration, and result interpretation will significantly improve quality. With moderate revisions, the paper has strong potential for publication in IJAR. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.