



REVIEWER'S REPORT

Manuscript No.: IJAR- 57585

Title: The Performance of the Autonomous Port of Conakry Based on Productivity Indicators, 2022.

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 significantly contributes to maritime logistics and transportation management scholarship by evaluating operational efficiency at the Autonomous Port of Conakry using Data Envelopment Analysis. The research highlights critical inefficiencies affecting vessel turnaround, berth utilization, and productivity while benchmarking regional and international port standards. Its findings provide valuable guidance for policymakers, port authorities, and logistics managers seeking improved competitiveness, modernization, and sustainable trade facilitation within West African maritime systems.
- Strength:** The study's major strength lies in its application of Data Envelopment Analysis to assess port productivity across multiple vessel categories using operational indicators. The classification of controllable and uncontrollable variables enhances managerial relevance and analytical clarity. Comparative benchmarking against regional and international ports strengthens contextual understanding and practical significance. Additionally, the study offers actionable recommendations concerning infrastructure modernization, digitization, logistics optimization, and operational efficiency improvement within port management systems.
- Key Insight:** The study's central insight is that operational inefficiencies within port systems stem not only from infrastructure limitations but also from ineffective management of vessel turnaround, berth utilization, and cargo-flow coordination. While certain vessel categories demonstrate optimal technical efficiency, conventional cargo ships and tankers reveal substantial productivity gaps. Sustainable competitiveness therefore requires integrated modernization strategies combining operational optimization, technological digitization, infrastructure expansion, and data-driven performance management within maritime logistics environments.

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Reviewer's Comment / Report

The paper titled "*The Performance of the Autonomous Port of Conakry Based on Productivity Indicators, 2022*" This mixed-methods study investigates the influence of Value-Based Leadership (VBL) on the performance of Kenya's 47 county governments, with employee attitude as a mediator and intellectual capital (IC) as a moderator. Drawing on RBV, SET, and SLT, data from county secretaries and CPSB chairpersons (high response rates) reveal a significant positive link between VBL and performance. IC shows a notable moderating effect, amplifying VBL's impact when knowledge, skills, and adaptability are strong. The research addresses a relevant public-sector gap but could benefit from broader sampling and advanced statistical validation. A solid contribution to leadership and HR literature in devolved governance.

Suggestions for Improvement:

1. Improve transition between contextual discussion and operational performance problem identification sections.
2. Provide stronger justification explaining why DEA methodology specifically suits productivity assessment within diversified vessel operational environments effectively.
3. Clarify research gap distinguishing this study from previous African port efficiency analyses.
4. Problem statement requires clearer analytical framing regarding causes of prolonged vessel turnaround and logistics inefficiencies systematically throughout.
5. Clarify whether study focuses primarily on technical or scale efficiency measurement outcomes.
6. Explain rationale for selecting input-oriented DEA model with variable returns to scale.
7. Clarify sampling criteria used for selecting eleven vessel categories as decision-making units.
8. Define all abbreviations consistently before presenting summary efficiency.
9. Clarify measurement units and operational significance for each selected productivity indicator variable.
10. Present efficiency findings using clearer statistical tables with standardized formatting styles.
11. Avoid repetitive explanations already visible within DEA efficiency summary tables and.
12. Strengthen discussion comparing findings with previous international port DEA efficiency studies.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

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The manuscript addresses a strategically important issue concerning port efficiency, logistics management, and maritime competitiveness at the Autonomous Port of Conakry. The use of Data Envelopment Analysis provides meaningful operational insights and contributes to African port performance literature. The comparative benchmarking with regional and international standards further enhances practical relevance. However, substantial revisions are necessary regarding methodological justification, statistical interpretation, theoretical grounding, academic language, structural coherence, and analytical depth before the manuscript can be considered suitable 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.