



REVIEWER'S REPORT

Manuscript No.: IJAR- 57612

Title: Reimagining Human Resources in Modern Conditions: Intellectual Capital as a Moderator of Value-Based Leadership and Performance of County Governments in Kenya.

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 leadership and public administration scholarship by examining how intellectual capital strengthens the relationship between value-based leadership and county government performance in Kenya. The research highlights the growing importance of employee knowledge, adaptability, and organizational values in improving governance effectiveness. Its findings provide meaningful insights for policymakers, county administrators, and scholars seeking sustainable leadership strategies within devolved governance systems and public sector institutions.
- Strength:** The study's primary strength lies in its integration of value-based leadership and intellectual capital within a public sector governance framework. The use of moderation analysis, mixed-methods design, and contextual focus on Kenyan county governments enhances originality and practical relevance. Strong theoretical grounding supported by leadership and organizational behavior literature further strengthens scholarly contribution. Additionally, the study offers actionable recommendations for leadership development and institutional performance improvement initiatives.
- Key Insight:** The study's central insight is that value-based leadership alone cannot fully enhance county government performance unless supported by strong intellectual capital resources. Employee knowledge, adaptability, skills, and interpersonal capabilities amplify leadership effectiveness and improve organizational outcomes. Consequently, county governments should simultaneously invest in ethical leadership practices and intellectual capital development. Sustainable public sector performance therefore depends upon integrating organizational values with continuous human capital and knowledge enhancement strategies.

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Reviewer's Comment / Report

The paper titled “*Reimagining Human Resources in Modern Conditions: Intellectual Capital as a Moderator of Value-Based Leadership and Performance of County Governments in Kenya*” 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 paragraph transitions to strengthen coherence between leadership and intellectual capital concepts.
2. Provide clearer justification explaining why value-based leadership specifically influences intellectual capital and county performance simultaneously.
3. Differentiate relational, structural, and human capital dimensions more systematically and analytically.
4. Conceptual discussion requires stronger linkage between intellectual capital dimensions and measurable organizational performance indicators consistently throughout analysis.
5. Include more recent peer-reviewed leadership studies published after 2022 for relevance.
6. Clarify whether intellectual capital functions conceptually as moderator or mediating mechanism variable.
7. Reframe hypothesis into more concise and analytically testable statistical statement structure.
8. Clearly explain sampling procedures and respondent selection criteria used within county governments.
9. Clarify rationale for selecting Hayes process regression model over alternative approaches.
10. Present findings using clearer tables with consistent formatting and statistical notation styles.
11. Compare findings more critically with contradictory evidence from prior public sector studies.

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The manuscript addresses an important issue concerning value-based leadership, intellectual capital, and performance within Kenyan county governments. The topic possesses strong practical and theoretical relevance, particularly in devolved governance and public administration scholarship. The moderation framework and mixed-methods orientation strengthen the study's contribution. However, substantial revisions are necessary regarding theoretical synthesis, methodological clarity, statistical interpretation, language consistency, and structural organization. Following minor improvements, the manuscript demonstrates promising 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.