

REVIEWER'S REPORT

Manuscript No.: IJAR-58601

Title: Strategic Orientation in Micro Manufacturing Enterprises: A Qualitative Thematic Analysis of Owner-Managers' Perspectives

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

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

Reviewer's ID: JPR-002

Detailed Reviewer's Report

The manuscript entitled "**Strategic Orientation in Micro Manufacturing Enterprises: A Qualitative Thematic Analysis of Owner-Managers' Perspectives**" addresses a relevant and contemporary topic by examining the strategic orientations adopted by micro manufacturing enterprises through a qualitative research approach. The study is timely and significant, as micro manufacturing firms play a vital role in employment generation and economic development, yet their strategic decision-making processes remain underexplored in existing literature. The paper clearly identifies a research gap by highlighting the dominance of quantitative studies in this field and justifies the need for an interpretivist, qualitative investigation. The literature review is comprehensive and demonstrates a strong theoretical foundation by integrating concepts from Strategic Orientation, Resource-Based View, and Dynamic Capability Theory. The references are current, relevant, and drawn from reputed journals, thereby strengthening the academic rigor of the study.

The research methodology is appropriate and well-structured. The use of a multiple-case study design involving eighteen owner-managers, purposive sampling, semi-structured interviews, and Braun and Clarke's thematic analysis provides credibility to the findings. Ethical considerations, participant confidentiality, and trustworthiness criteria have been adequately addressed, enhancing the reliability of the research. The presentation of participant quotations effectively supports the identified themes and adds authenticity to the qualitative analysis. The identification of six strategic orientation dimensions—

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

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market, entrepreneurial, learning, innovation, technology, and cost orientation—provides a holistic understanding of how micro manufacturing enterprises develop adaptive capabilities under resource constraints.

The findings are presented systematically and interpreted with reference to established theoretical frameworks. The discussion effectively links empirical evidence with previous studies and clearly demonstrates how multiple strategic orientations interact to enhance organizational resilience and competitiveness. The conclusion successfully summarizes the major findings and highlights both theoretical and practical implications. The study makes a valuable contribution to strategic management literature by extending existing knowledge to the context of emerging economy micro manufacturing enterprises. The manuscript is generally well-written, logically organized, and easy to follow.

However, a few improvements would further enhance the quality of the manuscript. The inclusion of a conceptual framework illustrating the relationships among the six strategic orientations would improve clarity and theoretical integration. The limitations section could be expanded by discussing issues related to geographic concentration, sample size, and transferability of findings to other regions or industries. Additionally, future research directions may include comparative studies across different manufacturing sectors or mixed-method approaches to validate the qualitative findings. Minor language polishing and correction of a few grammatical inconsistencies would further improve readability.

Overall, the manuscript demonstrates strong originality, sound methodological execution, meaningful practical implications, and significant academic contribution. It is suitable for publication after minor revisions aimed at improving presentation and expanding the discussion on limitations and future research.