

Reviewer Affiliation

Universitas Bhayangkara Jakarta Raya, Economy and Business

Manuscript ID:

APJBA-10-2021-0523

Manuscript Type

Research Paper

Keywords

Internationalization, board of directors, duality, transition economy

Date Assigned:

12-Dec-2021

Date Review Returned:

21-Dec-2021

1. Originality: Does the paper contain new and significant information adequate to justify publication?

Although this paper does not offer any new or significant information, it is nonetheless worthy of publishing.

The purpose of this study is stated clearly by the author. However, the authors do not delve deeply into the issue of the board's and CEO's duality in the internationalization of Vietnamese-listed companies. Furthermore, the author does not explain how the impact on the Vietnamese economy will be more significant.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?

The literature has been updated with the most recent research.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?

The paper's argument is founded on a suitable and adequate theory, concept, or other idea. The research on which this paper is based was well-planned. The approach method used is appropriate, and the reasons for selecting the method are explained.

However, the estimation equation in the Methodology is not written clearly.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?

Results are portrayed in well manner.
Arguments are well articulated in this study.
Conclusions adequately tie together the other elements of the paper

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?

The issue of the gap between theory and practice is not discussed in depth. Authors must provide data and facts to support or bridge the theoretical-practical gap. Nonetheless, this study only offers practical implications that are in line with the findings and conclusions.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the fields and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.

The presentation is adequate. The paper and content are both up to the standards of this journal. However, there are only a few minor cosmetic flaws that need to be addressed.

Recommendation

Minor Revision

Confidential Comments to the Associate Editor-in-Chief

Comments to the Author

1. The purpose of this study is stated clearly by the author. However, the authors do not delve deeply into the issue of the board's and CEO's duality in the internationalization of Vietnamese-listed companies. Furthermore, the author does not explain how the impact on the Vietnamese economy will be more significant.
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Files attached

[APJBA-10-2021-0523_Proof_hi.pdf](#) PDF - This file is for the Author and Editor

Do you want to get recognition for this review on Publons?

Yes

Author's Response

Files attached



Thank you for submitting your review of APJBA-10-2021-0523

1 pesan

Asia-Pacific Journal of Business Administration <onbehalf@manuscriptcentral.com>

22 Desember 2021 pukul 10.13

Balas Ke: tfoon@usm.my

Kepada: nera.marinda@dsn.ubharajaya.ac.id, nmachdar@gmail.com

21-Dec-2021

Dear Prof. Machdar,

Thank you for submitting your review of APJBA-10-2021-0523 for Asia-Pacific Journal of Business Administration. We are very grateful for the contribution you have made to the journal by providing your review. We recognise the value that is added by our reviewers and would therefore like to thank you for your work, by granting you free personal access to up to 40 Emerald journal articles (excluding Backfiles) within a three-month period.

Early next month, we will send an email that will contain all the information you need to activate your personal free access.

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- If you do not have an Emerald MyProfile, you can register with us there and then to get your free personal access to Emerald content. Instructions on how to contact us to set up your Emerald MyProfile will be in the email we send next month.

We would also like to offer you a 30% DISCOUNT on all Emerald books available for purchase from the EMERALD BOOKSTORE. To take advantage of this offer please visit <http://books.emeraldinsight.com/> and then enter the code REVIEW at the checkout.

On behalf of the Editors of Asia-Pacific Journal of Business Administration, we appreciate the valuable and efficient contribution that each reviewer gives to the Journal and we hope that we may call upon you again to review future manuscripts.

Yours sincerely,

Prof. Saeed Pahlevan Sharif
Editor, Asia-Pacific Journal of Business Administration
saeed.pahlevansharif@gmail.com



Reviewer update for Asia-Pacific Journal of Business Administration

2 pesan

Asia-Pacific Journal of Business Administration <onbehalf@manuscriptcentral.com>

16 Februari 2022 pukul 13.35

Balas Ke: Saeed.Sharif@taylor.edu.my

Kepada: Saeed.Sharif@taylor.edu.my

Dear Reviewer,

Thank you for your review of APJBA-10-2021-0523 entitled The Moderating Role of CEO Duality on the Association between Boards and Internationalization of Listed Firms in Transition Economy: the Case of Vietnam for Asia-Pacific Journal of Business Administration.

This paper has received a Reject decision.

Thank you for offering your expertise and on-going support. It is much appreciated.

Kind regards and best wishes,

Saeed Pahlevansharif

Editor-in-Chief

Asia-Pacific Journal of Business Administration

Reviewers' comments:

Reviewer: 1

Recommendation: Minor Revision

Comments:

1. The purpose of this study is stated clearly by the author. However, the authors do not delve deeply into the issue of the board's and CEO's duality in the internationalization of Vietnamese-listed companies. Furthermore, the author does not explain how the impact on the Vietnamese economy will be more significant.
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3. The issue of the gap between theory and practice is not discussed in depth. Authors must provide data and facts to support or bridge the theoretical-practical gap.
4. There are only a few minor cosmetic flaws that need to be addressed.

Additional Questions:

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3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The paper's argument is founded on a suitable and adequate theory, concept, or other idea. The research on which this paper is

based was well-planned. The approach method used is appropriate, and the reasons for selecting the method are explained.

However, the estimation equation in the Methodology is not written clearly.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Results are portrayed in well manner. Arguments are well articulated in this study.

Conclusions adequately tie together the other elements of the paper

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The issue of the gap between theory and practice is not discussed in depth. Authors must provide data and facts to support or bridge the theoretical-practical gap. Nonetheless, this study only offers practical implications that are in line with the findings and conclusions.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the fields and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The presentation is adequate. The paper and content are both up to the standards of this journal. However, there are only a few minor cosmetic flaws that need to be addressed.

Reviewer: 2

Recommendation: Reject

Comments:

1. The study theme based on internationalisation is not a new one. But the study of corporate governance mechanisms to explain firms' internationalisation has not reached saturation, especially in emerging markets.

The use of CEO's duality as the moderating variable for the independent variables is something new but challenging.

2. The study provides a write up on the role of CEO's duality which could limit information and thus internationalisation. Further development in this section for each hypothesis 4(a), 4(b) and 4(c) will render this section more interesting.

Are these non-executive directors- independent director in the study? They may be non-independent, as the literature does not provide further details on independent non-executive directors. The issue of independent non-executive directors is more effective when it comes to governance.

Resource-based view theory? It has not been appropriately related to internationalisation in this study. The variables do not have much to do with the resource-based view. The Board of directors is the corporate governance mechanism for this study rather than as the function of the resource-based view. Most importantly, the core of the study- based on CG governance and CEO duality is based on agency theory.

3. The CEO's age, educational and board experience are employed as control variables. The rationale given may not be sufficient.

Only 56 of 376 companies reported being internationalized. The regression of the unbalanced sample -regression with small internationalisation observed sample firms vs domestic firms may not produce the best findings. A subsample regression based on matching- for example, size matching between non-internationalisation and internationalisation firms may be a better idea,

The measure of internationalisation based on sales is rather limited. The study can use "export" rather than internationalisation, as internationalisation is in a more complex definition that includes firms acquire of assets overseas.

4. The findings failed to observe the impact of CEO's age, education, board experience, as the regressions included these variables together with the independent variables.

Ideally- table III should have findings that regress only subjects (hypotheses) of the study, without the control variables.

Why there are two similar variables on CEO's education upper bachelor? One variable will be sufficient. It disturbs the reliability of all findings.

5. The study provides some write up for the purposes of practical contributions. However, it could be improved to achieve the above objectives, Some form of stringent writing especially on the effectiveness of CG in Vietnam will be helpful.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: The study theme based on internationalisation is not a new one. But the study of corporate governance mechanisms to explain firms' internationalisation has not reached saturation, especially in emerging markets.

The use of CEO's duality as the moderating variable for the independent variables is something new but challenging.

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3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The CEO's age, educational and board experience are employed as control variables. The rationale given may not be sufficient.

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Why there are two similar variables on CEO's education upper bachelor? One variable will be sufficient. It disturbs the reliability of all findings.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The study provides some write up for this purpose. However, it could be improved to achieve the above objectives,

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the fields and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes. Sufficient.

Kepada: Saeed.Sharif@taylors.edu.my

Thank you for your information

[Kutipan teks disembunyikan]