

The Interplay of Destructive Work Behaviors, Organizational Citizenship Behaviors, and Fiscal Decentralization: Implications for Economic Development in Developing Countries

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E d i t o r	R e v i e w e r s
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1. Round 1

1.1 Reviewer 1

Reviewer:

In the introduction, the statement "Fiscal decentralization stands out as a key approach among the strategic initiatives to address these challenges" lacks a clear explanation of why fiscal decentralization is particularly relevant for developing countries. Include more context or data to justify this claim.

The section on destructive work behaviors provides a detailed list of behaviors, such as sabotage, absenteeism, and harassment, but lacks references to specific studies that quantify these behaviors in the context of fiscal decentralization in developing countries. Add references to recent empirical research for validation.

The explanation of corruption in the public sector mentions "officials receive bribes or kickbacks," but it does not include any data or case studies. Including real-world examples from recent reports or studies would enhance the section's credibility.

The sentence "Leaders need to actively encourage a culture that appreciates transparency, accountability, and collaboration" in the policy implications section lacks specificity. Provide examples of leadership initiatives that have succeeded in fostering OCBs.

The discussion on incentives for OCBs, including "rewards for good performance," should include examples of organizations that have successfully implemented such incentive programs, along with their outcomes.

The segment on reducing destructive behaviors mentions "anti-corruption frameworks" but does not specify which countries or organizations have implemented these frameworks successfully. Add case studies or examples for a more comprehensive analysis.

Author revised the manuscript and uploaded the updated document.

1.2 Reviewer 2

Reviewer:

The introduction paragraph mentions corruption and inefficiency as destructive work behaviors but does not provide sufficient empirical evidence or citations from recent studies (2020-2025) to support these claims. Adding recent data or case studies would strengthen the argument.

The literature review section, specifically the sentence "In developing countries, problems like low wages and poor working conditions can exacerbate these perspectives," lacks specific examples from the current literature. Provide empirical studies or statistical data to illustrate this point.

The methodology section repeats the phrase "This method is considered a means to enhance governance..." twice. This redundancy should be corrected, and the methodology would benefit from more detailed descriptions of data collection methods or case studies analyzed.

The segment discussing the impact of negative work behaviors on fiscal decentralization states, "Negative work behaviors create major obstacles..." but fails to quantify these impacts. Incorporate data or case studies showing how these behaviors have concretely affected fiscal decentralization efforts.

The discussion on organizational citizenship behaviors (OCBs) mentions several examples like altruism and civic virtue but does not reference specific studies that measure the prevalence of these behaviors in developing countries. Include recent studies for a more robust discussion.

The paragraph "Positive Impact on Fiscal Decentralization" discusses how OCBs promote accountability and cooperation but lacks citations from recent research (2020-2025). Adding such citations would provide a stronger evidence base.

The section on the interplay of OCBs and DWBs states, "OCBs offer critical mitigation against the detrimental effects..." but does not explain how these behaviors are measured in the study. Include more detail on the methodology for assessing OCBs and DWBs.

In the policy implications section, the recommendation to "incorporate practical examples and simulations" in training programs is sound, but the text would benefit from examples of existing training programs that have successfully implemented such strategies.

Author revised the manuscript and uploaded the updated document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.