



SDI Review Form 1.6

Journal Name:	Journal of Economics, Management and Trade
Manuscript Number:	Ms_JEMT_40000
Title of the Manuscript:	Do Non-Profit Organisations in Developing Countries Differ than those in Western Countries? Market Orientation impact on Organisational Performance of Non-Profit Organisation (NPOs)
Type of the Article	Original Research Article

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This journal's peer review policy states that **NO** manuscript should be rejected only on the basis of '**lack of Novelty**', provided the manuscript is scientifically robust and technically sound. To know the complete guideline for Peer Review process, reviewers are requested to visit this link:

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PART 1: Review Comments

	Reviewer's comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)
Compulsory REVISION comments	1. The Title is too long. Do Non-Profit Organisations xxxxxxxxxxxxxxxx Countries? Can be omitted since no comparative analysis is conducted between Western Countries and Saudi Arabia, 2. Why is increasing of resources an indication of NPO's performance? 3. Is there a difference between internal and external performance? Which type of performance is the authors investigating? Please clarify 4. Some sentences are too long for example, the second paragraph of the second page, In this concept market orientation xxxxxxxxxxxxxxxx and Many authors describe intelligence generation xxxxxxxxxxxxxxxx stakeholders satisfactions [31]. 5. The sentence structure can be improved. For example the sentence: Probably, [11] study might be consistent with the above statement that some NPOs ignore other benefits while xxxxxxxxxxxxxxxx . The sentence is confusing. 6. Authors should be discussing the three types of performance as stated in the three hypotheses. Discussion on client satisfaction, peer reputation and growth in resources were not clearly discussed. 7. The authors mention in the Research Methodology, research with presumptions or hypotheses should adopt a descriptive approach. Please explain. 8. The sampling method was not clearly mentioned. Why do the authors selected the all the registered NPOs in Saudi Arabia. The justification is not statistically valid. A better sampling method is using a stratified random sampling. The sample size should be greater for a large population size and vice versa. 9. Please explain why only responsiveness is the only predictors that are significant in influencing the NPOs performance. In addition, discussion should include explanation of the low R^2 in all the regression analysis. 10. Explain also why the other predictors are not significant in influencing the NPOs performance 11. The Collinearity diagnostic was not conducted.	1. Agree. The title is changed based on reviewer's comments. 2. There are several references mentioned that increasing of resources has an indication on NPOs performance as the following: - Moreover, the more market orientation is expanded among NPOs, the more staff performances are increased, which in turn increase the organisation's financial resources [8]. - [18] mention that some of the available literature on management agree on the importance of marketing orientation to improve NPO performance and financial resources. - Growth in the resources of NPOs may differ more than in those of commercial organisations. NPOs' chief executives' perceptions play significant roles that could drive an organisation's financial performance and financial sources as well [24]. - Thus, [64] proposes three dimensions which are client satisfaction, organisation's peer reputation and organisation's resources. These dimensions were structured in tested instruments by [11]. This instruments and items were adopted and used in this research. Though, I concenter growth in resources as an indication of NPOs performance. However, a discussion about the three dimensions of organisation's performance is clarified in the manuscript as reviewer mentioned in comment number 6. 3. Internal performance, which is mentioned only in the introduction refers to what other authors indicated as the following: - NPO internal attributes and internal & external environment: "In this concept of market orientation, internal attributes of NPO have a vital and direct impact on strategic planning among organisations and internal and external environmental analyses which are extremely influential at this stage [5]". - Internal operations: " There are three functions that can maintain NPO survival: appropriate marketing activities, market positioning and active donations strategy, and these functions are more efficient than maintaining the internal operation of the company [8]. - Contacting stakeholders internally and externally: " Furthermore, developed IT can help NPOs to increase their financial sources using emails, web pages and other computer programmes to contact stakeholders internally and externally [27]. - Internal customer orientation: " A study that investigates the relationships between internal customer orientation and market orientation shows that, whenever there is a well-designed training for all employees, there will be a great level of attention to the market and being market-oriented and being customer-oriented as well [35]. - Internal customer orientation: " Moreover, [35] prove that market orientation supports internal customer orientation and has an influence on the process of delivering great value to customers." Thus, the three dimensions of organisation's performance can affect internal and external organisation. In the manuscript, the sentence of internal performance is amended to organisation performance and NPOs performance.



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		4. The two sentences and others are improved to be understandable. 5. The sentence is improved to be understandable. 6. The three factors are discussed further. 7. In reference number [61] page 116, Gilbert A. Churchill says "A good descriptive study presuppose much prior knowledge about the phenomenon studies. It rests in one or more specific hypotheses". Thus, I mentioned that any study with presumptions or hypotheses should adopt a descriptive approach. However, I would rather prefer to change the statement with the above quotation. 8. I agree with the reviewer that the sample size souled be stratified random sample. However, the population in total is 650 as registered in Saudi Arabian Ministry of Labor and Social Development, which considered as small size of population. Thus, the sample was determined to include all of the 650 NPOs. The total returned and valid respondents was 132. These are used in further statistical analysis. 9. The reason of responsiveness is the only predictor that significant was explained in manuscript and highlighted. Also, the low R2 was justified as well in discussion. 10. The reason of other predictors are not significant is clarified. 11. Collinearity diagnostic was conducted but not reported. Most of authors do not report collinearity if there is no serious problem. However, it will be mentioned in the manuscript.
Minor REVISION comments	1. In the abstract: there is a word: Other dimension of market orientations of market orientation xxxxxxxxxxxxxx have no significance _____? (may be association/relationship) with organisation's XXXXXXXXXXXXXXXX. 2 The word from the side is used in the hypotheses. Perhaps the word <i>from the perspective</i> is more suitable. 3. The written English can be further improved	1. Agree. There was a missing word and is been added. 2. Agree. Changed as mentioned by the reviewer and where applicable in the manuscript. 3. Written English was improve entirely as much as I can.
Optional/General comments		