

## REVIEWER'S REPORT

Manuscript No.: IJAR-53171

Date: 7/08/2025

Title: A Study on Mergers & Acquisitions of the Banks.

### Recommendation:

**Accept after minor revision.**

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

Reviewer Name: Dr. Bishwajit Rout

Date: 7/08/2025

### 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 is significant for understanding how mergers and acquisitions (M&A) impact the operational efficiency, financial performance, and stakeholder satisfaction in cooperative banks. As consolidation becomes a strategic necessity in today's evolving banking landscape, the paper offers empirical evidence and practical recommendations that can guide cooperative institutions toward sustainable growth while preserving their community-centric values and regulatory compliance.
- Strength:** The paper's strength lies in its well-structured conceptual and theoretical framework, combining stakeholder theory, RBV, and institutional theory. It uses both qualitative and quantitative analysis including surveys and statistical tests to validate hypotheses. Its emphasis on cultural integration, stakeholder engagement, and regulatory dynamics provides a multidimensional understanding of M&A outcomes, making it a practical resource for cooperative banking institutions.
- Key Insight:** The key insight is that while mergers can enhance financial performance and operational scale, their success heavily depends on proactive stakeholder engagement, strategic planning, and cultural integration. The study reveals that regulatory hurdles and inadequate communication often hinder M&A outcomes, suggesting that beyond financial metrics, human and institutional factors critically shape the long-term success of cooperative bank consolidations.

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### *Reviewer's Comment / Report*

The paper titled “*A Study on Mergers & Acquisitions of the Banks.*” explores mergers and acquisitions (M&A) in cooperative banks, evaluating impacts on financial performance, stakeholder satisfaction, and operational efficiency. It employs both qualitative and quantitative methods to assess outcomes and includes practical recommendations. The paper is well-intentioned and informative but requires refinement in structure, academic tone, citation formatting, and clarity in data presentation to enhance scholarly value.

#### **Suggestions for Improvement:**

1. In introduction, eliminate repetition between introduction and background.
2. Use formal language consistently (avoid passive and conversational tone).
3. Clarify objectives earlier in the introduction section for stronger reader engagement.
4. Add statistics or evidence on recent M&A activity in the cooperative sector to support claims.
5. Merge overlapping points with the introduction to streamline flow.
6. Ensure objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound).
7. The third objective can be split into two for clarity (cost-effectiveness vs. market expansion).
8. Critically analyze the literature; avoid listing studies without synthesis.
9. Visual representation (conceptual diagram) would enhance understanding.
10. Discuss how these theories guide the analysis and hypotheses
11. 58 respondents may be insufficient for generalizable conclusions mention this as a limitation.
12. Provide more detail on questionnaire design and validation.
13. Sampling appears random but lacks explanation of sampling frame and demographic profile.
14. Use consistent null and alternate hypothesis formatting. Indicate how hypotheses relate to objectives.
15. Tables and figures are missing or poorly formatted include clean tables and interpretive captions.
16. Use subheadings to structure discussion around hypotheses or themes.

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This paper contributes to understanding mergers and acquisitions in cooperative banking, combining practical relevance with theoretical grounding. While the research design and analysis are commendable, improvements in structure, academic tone, formatting, and data presentation are necessary. With revisions, the paper has the potential to be a valuable reference for banking professionals, policymakers, and academic researchers interested in cooperative financial systems. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.