REVIEWER'S REPORT

Manuscript No.: IJAR-55536

Title: Impact de l'Intelligence Artificielle Generative sur la Performance Organisationnelle des Entreprises du Secteur Public du Benin

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 Name: Dr S. K. Nath   **Date:** 03.01.26

Detailed Reviewer's Report

Strengths of the Study

- **Originality and Relevance:** The study addresses an emerging and critical area of digital transformation, specifically examining the impact of generative AI on public sector organizations in Benin, which is underrepresented in current literature.
- **Theoretical Framework:** The paper integrates relevant literature and develops clear hypotheses around key constructs such as digital competence, openness to change, interpretation of results, and performance, demonstrating a solid grounding in both technological and organizational theories.
- **Methodology:** Employs a quantitative approach using validated measurement scales, with a well-defined sampling strategy and appropriate statistical tools such as Partial Least Squares Structural Equation Modeling (PLS-SEM).
- **Data Quality:** The sample size of 160 respondents aligns with methodological recommendations for structural equation modeling, and data collection via face-to-face questionnaires enhances data reliability.
- **Contribution to the Field:** The findings highlight the importance of cognitive and cultural factors over mere technical skills, providing practical insights for public sector digital strategies in emerging contexts.

Weaknesses of the Study

- **Sample Size and Sampling Approach:** The use of non-probabilistic convenience sampling limits generalizability and introduces potential bias in the results.
- **Scope and Context:** Results are specific to Beninese public organizations and may not be directly applicable to other contexts; this limits broader applicability.
- **Limited Qualitative Insight:** The exclusive reliance on quantitative data prevents a deeper exploration of organizational, cultural, or ethical nuances related to AI integration.
- **Statistical Clarity:** The presentation of some results, such as the non-significance of the capacity to use results, could benefit from more interpretative discussion about underlying reasons.
- **Ethical Considerations:** The paper does not specify whether ethical approval, informed consent, or data confidentiality measures were obtained or adhered to.
- **Presentation Issues:** Minor typographical and grammatical errors are present, and the formatting of tables and references could benefit from more consistent standards and clarity.
- **Reference Completeness:** The citations include some incomplete or inconsistent details that need correction for clarity and to adhere to academic standards.

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Reviewer Comments

- **Title and Abstract:** The title clearly reflects the focus. The abstract summarizes the objectives, methodology, key findings, and implications but could be more concise and explicit about the research gap addressed.
- **Introduction and Objectives:** The introduction provides relevant background and theoretical framing. However, explicitly stating the research questions or hypotheses at the end of the introduction would enhance clarity.
- **Methodology and Statistical Analysis:** The methodology is appropriate with validated scales and suitable sample size. More detail on ethical procedures, data handling, and assumptions for PLS-SEM analysis would strengthen the rigor.
- **Results and Discussion:** Results are systematically presented with descriptive statistics and model estimations. Nonetheless, a more detailed interpretation of non-significant findings, especially regarding the capacity to use AI results, would improve understanding.
- **Conclusion and Implications:** Conclusions are aligned with findings, emphasizing cognitive and cultural factors. Yet, practical recommendations for policymakers or organizations could be expanded.
- **Ethical Clearance:** The manuscript does not mention ethical approval or consent procedures, which are necessary when conducting surveys with human participants.
- **Language and Presentation:** The quality of English is generally adequate but contains minor grammatical errors and awkward phrasing. Tables are mostly clear, but formatting could be improved for consistency.
- **References:** Several references are incomplete or inconsistently formatted; ensuring accuracy and uniformity is recommended.