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		Preliminary Case Studies: The Role of Organisational Culture in International Decisions	Archiving completed on 04-Jul-2019
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Yes

req 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?

Yes

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

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Recommendation

Minor Revision

Confidential Comments to the Deputy Editor-in-Chief

Comments to the Author

The paper discusses the fundamental concepts of organisational culture in construction companies that affect companies' international bidding decisions. This is a current research topic in studying culture and decision making at construction organisations. For this reason, the author(s) are advised to revise the manuscript to achieve readers' interest and better understanding.

• Abstract:

Purpose: The background of the problem is not strong enough considering that culture affects decision making. The author needs to re-state that the cultural role of international-scale decisions needs to be investigated because it can influence (for example) rationality, opportunity, risk, and decision making.

Originality/value: Author(s) are encouraged to provide sentence(s) concerning different perspectives of practical implications of this study, for example, a contribution to the body of knowledge, a contribution to the construction industry, and or a contribution for policy.

• Introduction:

o Lines 25-26 page 2: "Globalization has increased the chances of construction modernisations in developed and developing countries".

o Line 36 page 2: It should be from 2016 until 2018 ...

o Authors are encouraged to provide strong justification based on previous research that organisational culture contributes effect on organisational decisions. So that, in this study, this case is further explored especially on international construction decision.

• Literature review:

o Line 55 page 3: It is recommended that the order of years of publications be written in sequence; for examples, Hofstede, 1981; Serpell and Rodriguez, 2002; Kefela, 2010.

o Line 82 page 4: The literature review could be substantially improved by citing more on recent literature about organisational culture in Asian construction, such as:

Willar et al. (2016), Organisational culture and quality management system implementation in Indonesian construction companies, Engineering, Construction and Architectural Management, Vol. 23 Iss 2 pp. 114 –

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 Tijhuis, W. and Fellows, R. (2012), Culture in International Construction, Spon Press, Oxon.

- Research methods:

- o Lines 181-182 page 8: Is there any justification regarding the method of analysis for qualitative data used in this study?

- o Where are the locations of the case studies?

- Research findings and data analysis:

- o Authors are encouraged to provide references in each of the cultural dimensions discussed in this study, to support the original findings of the study; are there any similarities or differences?

- Conclusion:

- o Although this is a preliminary study, in the later main study, the authors need to consider the character of the national culture that impacts organisational culture in international decisions.

Files attached

Author's Response

Files attached