

Review of: "Enhancing Corporate Cohesion with Ta'awun through Outdoor Activities for Senior Managers"

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Potential competing interests: No potential competing interests to declare.

Thank you for giving me the opportunity to review and provide my humble feedback on the article titled "Enhancing Corporate Cohesion with Ta'awun through Outdoor Activities for Senior Managers."

The article discusses an important topic for leaders and managers in their quests for team cooperation, cohesion, and organizational performance. Group or team cohesion drives organizational performance, as also highlighted in the literature review.

As it stands, it appears that the conclusion has been drawn mainly from the various literature reviews in the present paper.

It would be advisable for the authors to consider reinforcing the article by including an appropriate framework and methodology that could help in better assessing the relationships between the variables being studied and how they influence/enhance corporate cohesion and ultimately organizational performance in the Malaysian context. It would equally be very important to highlight the role that Ta'awun (cooperation) and "outdoor activities" play in the overall conceptual model. Testing the model empirically with a group of participants in the corporate environment will definitely strengthen the case.

A few humble suggestions for consideration are as follows:

- Put forward a methodology section and a conceptual model with the variables being studied in the Malaysian context;
- Conduct a factor analysis supporting "group cohesion" as a key variable in the model;
- Through empirical tests, establish how "outdoor activities," "team incentives," and "task allocation" influence "group cohesion";
- Through empirical tests, establish the effect of "Ta'awun (cooperation)" on "team cohesion" and potentially on "organizational performance" (if within the scope of the study). "Ta'awun" could possibly be assessed as a moderating/mediating variable in the conceptual model; and
- Finally, assess how everything (the variables being studied) fits together (relationship and effects studies) and how they influence and enhance "corporate cohesion" and ultimately "organizational performance" (if the latter is part of the scope). This would help in putting forward an empirically backed conclusion and also add to the body of knowledge.

All the very best!

