Feedback On Revisions Done To Article 1308:

Comparing The Power And Influence Of Functional Managers Versus Project Managers In Matrix Organisations: The Challenge In Duality Of Command

Hi Leon,

Thank you to you and the two reviewers for your kind feedback and constructive suggestions for improving the article.

My colleague and I have attended to all your suggestions in the following ways:

1. We have accessed and made sound use of the Packendorff and Lindgren article you suggested - it’s a very interesting new approach
2. Have added in references for job satisfaction and introduced psychological contracts earlier on in the article
3. Added in a reference around the limitations of Likert Scales as well as three other more recent references
4. The conclusion section has been considerably reworked and expanded as per the suggestion’s.
5. All reference to phase 1 has been dropped as it added little value, it turned out just to be confirmatory, and both reviewers indicated it didn’t add value
6. More has been added re the relevance of the article seeing that so little work has been done since the seminal work 30 years ago.
7. The data in Table 3 in terms of which parts of the sample it is as been clarified.
8. All the wording issues mentioned by the two reviewers have been corrected
9. The term hypothesis has been eliminated throughout the report
10. All the comments by reviewer in the tracked word version sent to us have been attended to
11. The third research question has been reworded
12. The numbering on page 12 below the table have been amended according to the reviewer’s suggestion
13. Limitations have been added around the use of the Likert scale
14. Table 1 has had an extra column added in to integrate the soft and harsh views on power as suggested
15. Section 2 has been renamed reformatted and expanded as per he first reviewer’s comments

I have also added a third author as he helped at the start of the project, taught the student the subject matter and has done the revise and resubmit.

I look forward to receiving your feedback.

Kindest regards

Margie