Consequences of Implementing Artificial Intelligence in Human Resource Management of Iranian Government Organizations

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E d i t o r	R e v i e w e r s
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1.   Round 1

1.1   Reviewer 1

Reviewer:

The introduction extensively discusses AI in HRM, but it does not sufficiently reference Iranian-specific challenges. I recommend adding more localized studies or government-specific insights to provide better context to the research setting.

In the Discussion section, the findings suggest that recruitment needs further strengthening. Provide more concrete recommendations based on the data. What specific changes should be made to improve recruitment in Iranian government organizations?

Since the data is based on self-reports, add a section that discusses how potential bias (e.g., social desirability bias) was mitigated in the study design.

In the limitations section, you mention generalizability. However, more emphasis should be placed on potential biases introduced by AI systems in recruitment and performance evaluation. Discuss how these biases were or were not addressed.

The paper frequently references previous research (e.g., Krishen et al., 2021), but more detailed comparisons with similar studies, particularly in non-Western contexts, would enhance the depth of the analysis. This could include more specific contrasts with AI implementation in HRM in other countries.

In Table 4, where demographic information is provided, consider a more detailed breakdown of how these demographics (e.g., gender, age) might influence the study's outcomes, especially concerning AI acceptance and satisfaction.

Author revised the manuscript and uploaded the updated document.

1.2   Reviewer 2

Reviewer:

In the Methods and Materials section, it is stated that "the statistical population in the qualitative section consisted of 5 experts." This sample size seems limited. Please justify why only 5 experts were chosen and how theoretical saturation was confirmed.

The sampling approach for the qualitative study is described as "purposeful sampling." Could you clarify the specific criteria for expert selection and ensure it aligns with best practices for qualitative research?

The mixed-method approach is claimed, but the paper emphasizes the quantitative results. Strengthen the presentation of qualitative data by either adding direct quotes or more detailed discussion on how the interviews informed the quantitative analysis.

The use of AVE, composite reliability, and Cronbach's alpha is appropriate, but the justification for threshold values (e.g., $AVE > 0.5$, $CR > 0.7$) should be provided. Briefly explain why these thresholds are used, citing relevant literature.

The study does not account for the role of organizational culture in AI implementation. A sentence in the Introduction mentions that "organizational change" is necessary but does not elaborate. I recommend including a discussion on how Iranian organizational culture might affect AI's success in HRM.

You provide skewness and kurtosis values for the research variables in Table 4, but their implications for data normality or the model are not discussed. Please interpret these values to clarify whether they indicate any data distribution concerns.

In Figure 1, path coefficients are displayed, but their statistical significance is not explained in the text. Please include a detailed explanation of these coefficients and what they imply for the relationships between variables.

Author revised the manuscript and uploaded the updated document.

2.   Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.