

# Designing a Capacity-Building Organizational Model with a Grounded Theory Approach (Case Study: Municipalities of West Azerbaijan Province)

Afshin. Mirhesami<sup>1</sup>, Roohallah Samiee<sup>2\*</sup>, Mohammad Bagher. Gorji<sup>2</sup>, Naser. Tawre<sup>3</sup>


<sup>1</sup> Ph.D Student of Management, Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

<sup>2</sup> Assistant Professor, Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

<sup>3</sup> Assistant Professor, Department of Public Administration, Payame Noor University, Tehran, Iran


\* Corresponding author email address: Roohallh.samiee@gmail.com

## Editor

Arpana Rai<sup>1</sup>  
Assistant Professor, Indian Institute  
of Management, Udaipur, Mumbai,  
India  
arpana.raii@iimu.ac.in

## Reviewers

**Reviewer 1:** Mohammad Esmail Fadaeinejad<sup>1</sup>  
Associate Prof., Department of Financial Management  
and Insurance, Shahid Beheshti University, Tehran, Iran.  
Email: m-fadaei@sbu.ac.ir

**Reviewer 2:** Alireza Rajabipoor Meybodi<sup>1</sup>  
Associate Professor, Department of Business Administration, Yazd University,  
Yazd, Iran  
Email: Rajabipoor@yazd.ac.ir

## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The article states that theoretical saturation was achieved after 11 interviews but lacks a robust explanation or validation of this claim. Please provide a more detailed justification for determining saturation, perhaps by discussing how new themes ceased to emerge or including excerpts to illustrate redundancy across data points.

Expand the methodology section to clarify the criteria used for participant selection. The current description of using "university professors and individuals with management experience" is vague. Specify the expertise or attributes that qualified individuals as participants to strengthen the credibility of the sample.

The use of MAXQDA10 for data analysis is mentioned, but there is no detailed explanation of how the software was used to support the coding process. A step-by-step breakdown of the data analysis, including how codes were assigned and categorized in the software, would enhance transparency and reproducibility.

Consider incorporating additional data sources to triangulate findings and enhance the validity of the conclusions. This could include document analysis or observational data from the municipal settings to complement the interview data.

The conceptual framework is introduced with limited explanation of its theoretical underpinnings. Elaborate on how the Strauss and Corbin paradigm model specifically influenced the research design and the development of the capacity-building model.

The section on causal conditions in the capacity-building model is descriptive but lacks critical analysis. Discuss how these conditions interact with other elements of the model and potentially conflict or align with existing theories or empirical findings in the field.

The outcomes discussed are somewhat general and lack specificity on how they were measured or observed. Provide concrete examples or metrics that were used to evaluate the impact of the capacity-building efforts described in the study.

Authors revised the manuscripts.

## 1.2. Reviewer 2

Reviewer:

The study mentions semi-structured interviews but does not provide an interview guide or examples of interview questions. Adding this information would aid in understanding the scope and focus of the discussions and how they informed the research findings.

Integrate and discuss more thoroughly the theoretical implications of your findings. How does your work build upon or diverge from the grounded theory approach and existing models of organizational capacity in municipal settings?

Expand on the methods used for ensuring the validity and reliability of your findings, mentioned briefly as following Lincoln and Guba's method. Detailed descriptions of how participants reviewed interview data or how expert opinions were obtained would be beneficial.

Address the inter-coder reliability in your qualitative analysis. If more than one researcher was involved in coding, describe how consistency was ensured across different coders or mention the use of consensus meetings or coding audits.

Strengthen the literature review by discussing more recent studies related to capacity building in municipalities. This could provide a more current context for your findings and highlight the contribution of your study to the field.

Provide specific strategies or recommendations for practitioners looking to implement the capacity-building model in their municipalities. Discuss potential barriers to implementation and how they might be overcome.

The limitations of the study are not clearly articulated. Discuss any potential biases in the selection of participants or limitations in the research design that could affect the generalizability of the findings.

Authors revised the manuscripts.

## 2. Revised

Editor's decision: Accepted.

Editor in Chief's decision: Accepted.