

# Presenting a Model of Managers' Behavior in the Digital Age with a Structural Equation Modeling Approach in Petrochemical Companies


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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

"Attention to human capital is considered a fundamental axis for the development of organizations." This statement is quite broad. Consider specifying how human capital directly influences organizational development, perhaps by providing empirical evidence or case studies.

The explanation of the research design could benefit from a more detailed description of the grounded theory approach, including how it was applied in this specific study.

"In the qualitative part, interviews were conducted with 15 managers based on the principle of theoretical saturation." Clarify how theoretical saturation was determined and provide more detail on the interview protocol.

The table presents main and sub-themes but lacks a clear explanation of how these themes were derived from the data. Consider adding a detailed description of the coding process and how themes were identified and validated.

The presentation of causal conditions, intervening conditions, and contextual conditions should be accompanied by specific examples or quotes from the interviews to illustrate these concepts more vividly.

"The findings from Table 2 demonstrate that the Cronbach's alpha coefficient for the variables exceeds the standard value of 0.70." While the statistical values are provided, it would be beneficial to explain why these values are considered good and how they support the reliability of the questionnaire.

"The findings indicated a positive and significant relationship between causal conditions and the main phenomenon with path coefficients of 0.806 and a t-value of 18.570." Provide more context for these statistical results, such as their implications for theory and practice.

Authors revised the manuscript and uploaded the new document.

### 1.2. Reviewer 2

Reviewer:

"Consequently every organization relies on its employees to expand competitiveness and profitability." The linkage between employee capacity and organizational competitiveness could be expanded with more concrete examples or references to relevant studies.

"In the digital age, the processes and rules of managing employees have completely changed." Please elaborate on the specific changes in processes and rules brought about by the digital age, citing current research to support these claims.

"These research results align with prior studies." It would strengthen the discussion to detail which specific studies these results align with and how they contribute to existing literature.

The conclusion reiterates the positive relationships found in the study but could benefit from a discussion on the limitations and potential biases that might affect these results.

"This research has been conducted in line with the future roadmap of petrochemical companies under the National Petrochemical Company of Iran." Specify how this alignment was achieved and any steps taken to ensure the research's applicability to the roadmap.

The limitations section should discuss more about the "temporal, spatial, and financial constraints of the researcher" and how these might have impacted the study's findings.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.