




Optimal Model for Appointment and Promotion in Public Banks (Case Study: Refah Bank of Tehran Province)

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1. Round 1

1.1. Reviewer 1

Reviewer:

The paper uses snowball sampling for qualitative data collection, which may introduce bias as it relies on referrals. To strengthen the methodology, consider comparing the results with a different sampling technique that could offer a broader representation of the population, such as stratified random sampling.

The use of MAXQDA and Smart-PLS software is mentioned, but there is no detailed justification for these choices. Please provide a rationale for selecting these specific tools over others, detailing how they enhance the analysis of your qualitative and quantitative data respectively.

While the manuscript mentions reaching theoretical saturation with seventeen participants, the criteria used for determining saturation are not described. Please elaborate on the indicators for saturation to enhance the reliability of your qualitative findings.

You've reported the Cronbach's alpha values for reliability, but only briefly mention construct validity through Average Variance Extracted (AVE). Expand on how you tested for construct validity and consider including confirmatory factor analysis results to substantiate the constructs used in the study.

For qualitative analysis, inter-coder reliability is crucial for ensuring the consistency of theme identification. Please specify the process and results of the inter-coder reliability testing, including the number of coders and any discrepancies found.

The use of inferential statistics demands checking underlying assumptions such as normality and homoscedasticity. Clarify which assumptions were tested and the results to ensure the robustness of your statistical conclusions.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The research question is somewhat broad and could be more specifically tied to the theoretical framework. Please refine it to directly link to the hypotheses being tested or the models being proposed.

The literature review should provide a deeper analysis of past models of appointment and promotion in public banks, highlighting gaps that your study addresses. Include a more comprehensive review of the theoretical underpinnings and empirical findings relevant to your model.

The manuscript introduces models for appointment and promotion but does not visually represent these models. Including a conceptual diagram could enhance understanding and provide a clear, visual representation of how various themes and dimensions interconnect.

Key terms such as "competence and skill enhancement" and "trustworthiness" are central to your findings but are not well-defined in the manuscript. Offering precise definitions would strengthen the reader's understanding and the academic rigor of the paper.

Integrate the findings with existing theories in human resource management and organizational behavior more explicitly. This could involve discussing how your findings support, contradict, or extend these theories.

Where your results diverge from previous studies or accepted theory, discuss possible reasons for these discrepancies. This discussion could provide valuable insights into the unique aspects of your study's context or methodology.

While the conclusion section briefly mentions practical implications, these could be expanded to show how specific findings can be applied in the practical settings of public banks. Provide detailed recommendations for policy-makers and bank administrators.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.