




Presenting a Behavioral Agility Model for Employees in the Banking Industry

Presenting a Behavioral Agility Model for Employees in the Banking Industry

Vahid. Sayanjali¹, Masoud. Haghighi^{2*}, Rashid. Zolfaghari Zafarani³

¹ Phd Student of Public Administration, Rudehen Branch, Islamic Azad University, Rudehen, Iran

² Assistant Professor, Department of Educational Management, Rudehen Branch, Islamic Azad University, Rudehen, Iran



³ Associate Professor, Department of Educational Management, Rudehen Branch, Islamic Azad University, Rudehen Iran

* Corresponding author email address: mhaghighi677@yahoo.com

E d i t o r

Rezvan Hosseingholizadeh¹
Associate Professor, Department of Educational Management and Human Resource Development, Ferdowsi University of Mashhad, Mashhad, Iran
rhgholizadeh@um.ac.ir

R e v i e w e r s

Reviewer 1: Ali Sargolzaie¹
Assistant Professor, Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, Iran.
Email: a.sargolzaie@iauzah.ac.ir
Reviewer 2: Alireza Rajabipoor Meybodi¹
Associate Professor, Department of Business Administration, Yazd University, Yazd, Iran
Email: Rajabipoor@yazd.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

The sentence "Governments have created various organizations to advance their goals in different areas each with specific tasks functions and objectives" could be more precise. Please specify the types of organizations and examples relevant to the banking industry for better contextual clarity.

The claim "Agility enhances an organization's ability to deliver high-quality products and services making it a crucial factor for organizational productivity" needs supporting references. Include recent studies or data that substantiate this statement.

When discussing the factors influencing employee behavioral agility, provide a clear definition of "individual factors," "organizational factors," and "environmental factors," and explain how they were measured.

The initial model extracted from meta-synthesis should include brief explanations for each dimension and component to aid in understanding the model's structure and rationale.

The sentence "The Kappa coefficient was calculated using SPSS software at a significance level of 0.000 yielding a value of 0.778" could benefit from a brief explanation of the Kappa coefficient's significance and its interpretation in this context.

The claim "Flexibility is seen as the index linking the system to the external environment to absorb uncertainty" needs more elaboration. Explain how flexibility serves this role and provide examples or case studies if possible.

The sentence "Responsiveness involves recognizing public rights to understand what actions need to be taken" seems unclear. Rephrase to specify how responsiveness is measured and its impact on organizational agility.

The statement "The study also showed that factors influencing employee behavioral agility include individual factors organizational factors and environmental factors" should be backed by specific examples or case studies demonstrating these influences.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The methodology section states, "This study can be classified as applied." It would be beneficial to elaborate on why this classification applies and how it influences the research design.

In the sentence "After conducting the necessary examinations the final behavioral agility model for employees at Bank Tejarat was presented in the form of a paradigm model," clarify what "necessary examinations" entailed. Were there specific tests or validation steps?

The statement "Qualitative research pertains to the presence of the human factor" is vague. Elaborate on how the human factor was considered and integrated into your research methodology.

The conclusion claims that "Employee behavioral agility includes factors such as flexibility responsiveness culture of change mutual cooperation competence and technology." Discuss how each factor interrelates and their relative importance.

The recommendation "To enhance practical skills it is suggested that practical training and skill development programs be conducted for employees" should include specific types of training or examples of effective programs.

Provide a more detailed action plan for implementing the recommendations, including potential challenges and solutions for fostering behavioral agility.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.