





# Examining the Mediating Role of Organizational Culture in the Relationship Between Knowledge-Oriented Leadership Style and Innovative Performance in the General Directorate of Education in Mazandaran Province

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The phrase "Knowledge-based companies cannot achieve customer satisfaction and loyalty without continuous innovation" is overly broad. Please provide specific examples or cite relevant studies that support this assertion.

"One of the most common processes includes activities related to knowledge acquisition knowledge retention knowledge sharing and knowledge utilization." This list would benefit from a brief explanation of each activity, ideally with citations for The demographic breakdown is helpful, but the implications of these demographics on the study findings should be discussed. How might gender or age distribution affect the results?

The presentation of mean scores needs clarification. Explain why the average score for innovative performance (69.84) is significant and how it compares to benchmarks in similar studies.

The low Cronbach's alpha values indicate reliability issues. Discuss potential reasons for these low values and how they impact the study's conclusions.

The path coefficients and t-values need more context. Explain why certain relationships were rejected and what this implies for the theoretical framework of the study.

The R-squared values suggest weak explanatory power for some variables. Provide an interpretation of these values and discuss any limitations they impose on the study's findings.

The conclusion states that "organizational culture does not act as a mediating variable," but does not explore alternative explanations or limitations. Discuss possible reasons for this finding and suggest areas for future research.

Authors revised the manuscript.

## 1.2. Reviewer 2

Reviewer:

how these processes impact innovation.

"Factors exist that moderate the impact of knowledge management activities on innovation." This sentence would be clearer with examples of specific moderating factors from the literature.

The sample size of 103 based on the Krejcie and Morgan table should be justified with more context about why this number is appropriate for your statistical analyses.

The section mentions standardized questionnaires but does not provide information on their validation in the context of this study. Include details on how the validity and reliability of these instruments were assessed.

The description of data analysis using PLS2 is insufficient. Provide a more detailed explanation of why PLS2 was chosen over other methods and how it was applied to the data.

The effect size interpretations need expansion. What are the practical implications of the small, negligible, and large effect sizes observed in your model?

The statement "The results are inconsistent with the findings of some researchers (Islam et al. 2011; Liao 2011)" requires a deeper analysis of why these inconsistencies might exist. Consider discussing contextual or methodological differences.

"Innovation does not solely stem from organizational culture; part of it originates from the culture of the society in which the organization is located." This assertion should be supported with specific examples or studies that highlight the interaction between societal and organizational culture.

Authors revised the manuscript.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.