




Validation of the "Charles Handy Organizational Culture Questionnaire" in the Fire Department of Karaj

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1. Round 1

1.1. Reviewer 1

Reviewer:

The introduction references "socio-psychological factors" without providing specific examples or defining the term. It would benefit from concrete examples or citations to ground this broad statement (e.g., mention specific socio-psychological factors that are relevant to organizational culture).

The description of the translation process could be improved by specifying the criteria used to select the translators and whether a pilot test was conducted to ensure the translated questionnaire was comprehensible to the participants.

Table 1 shows that two components explain 65.44% of the variance, but the explanation does not clarify whether this percentage is adequate or strong. Adding a comparison to other similar studies would give the reader a better context.

The CFA results show a good model fit, but the paper does not discuss the limitations of the model or whether alternative models were considered. Please include a justification for why this particular model was chosen over others.

The demographics (age, marital status, education, etc.) are well reported, but there is no discussion of how these demographic factors might have influenced the findings. For example, did marital status or educational background affect how participants responded to the questionnaire?

Authors revised the manuscript.

1.2. Reviewer 2

Reviewer:

The sentence "Organizational culture is defined as a phenomenon composed of individual elements" requires further elaboration. The concept is oversimplified; it may benefit from citing key theories or frameworks that define organizational culture with more depth, such as Schein's model of organizational culture.

The objective is clearly stated, but it lacks specificity regarding why this validation is essential in the Karaj Fire Department context. It would be more impactful to highlight how organizational culture specifically influences this department's effectiveness.

The article mentions that 294 participants were selected via simple random sampling. However, there is no information on how this randomization was performed. Please provide details on the randomization process and if any measures were taken to avoid selection bias.

The practical implications of the validated questionnaire are briefly touched upon. It would be helpful to expand this section by discussing specific recommendations for the fire department based on the findings.

The discussion on limitations is brief and largely focuses on sampling from the city of Karaj. There should be more critical reflection on other limitations, such as potential translation bias or the exclusion of certain subgroups within the fire department (e.g., administrative vs. operational staff).

The conclusion that the Persian version of the questionnaire has "acceptable validity and reliability" is vague. It would be beneficial to provide more specific values from the statistical analyses to quantify the validity and reliability for the reader.

While the article cites other studies in the discussion, it does not provide a clear comparison of the results of this study to those of similar studies on organizational culture questionnaires. Expanding this section would help contextualize the findings in the broader literature.

Authors revised the manuscript.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.