

# Discovering the Components of an Efficient Administrative System with a Focus on the Jihadi Management Approach and Organizational Justice in the Social Security Organization

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The introduction emphasizes the importance of efficiency in administrative systems globally. Consider adding a more specific reference to the context of Iran, particularly focusing on the challenges that are unique to the Iranian Social Security system.

The interview quote regarding a flexible organizational structure is helpful, but more direct quotes from interviewees would provide richer qualitative data. Consider incorporating more firsthand examples from the managers to support your findings.

The concept of "Islamic justice in human resources" is intriguing but lacks depth. Provide more concrete examples or applications of how Islamic principles are being applied in the organization's HR processes.

The description of a "revolutionary spirit" for corruption control needs more practical detail. How is this spirit translated into concrete anti-corruption policies or actions in the Social Security Organization?

The statement "an efficient culture is a set of values and beliefs that guide employees" needs to be grounded in specific empirical examples. How were these values observed during your data collection process?

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

You mention that reforms have not fully succeeded due to "internal resistance, corruption, and a lack of political will." It would be helpful to expand on this by providing empirical data or case studies that demonstrate these points more clearly.

You state that the study is based on "thematic analysis based on Glaserian coding." Please provide more detail on the coding process, such as how you moved from open coding to selective and theoretical coding. Clarification of how categories were derived would improve transparency.

The rationale behind selecting managers from Kerman province as the study population should be clarified. Why was Kerman chosen over other provinces? A justification would strengthen the research design.

The table lists 15 components of an efficient administrative system. Some of these components, such as "efficient culture" and "jihadi management," overlap conceptually. Consider clarifying how these components are distinct from one another or if they can be grouped under broader categories.

The statement "administrative corruption is one of the largest barriers to efficiency and justice in organizations" is very general. Consider referencing specific forms of corruption that you identified during your interviews or through secondary sources.

In the conclusion, you assert that flexibility and transparency are key for an efficient system. While these points are valid, it would help to outline specific actions or reforms that can promote flexibility and transparency within Iran's Social Security Organization.

The relationship between transparency and reducing corruption is mentioned, but there are no specific examples of transparency initiatives in the Social Security Organization. Including case examples or current initiatives would make this point stronger.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.