

## Presenting the Management Model of Public Libraries in Line with Social Justice Development

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### 1. Round 1

#### 1.1. Reviewer 1

Reviewer:

"The introduction provides a comprehensive overview of the role of public libraries in fostering social justice, but it could benefit from a clearer delineation between the roles of public and private libraries. The discussion could be enhanced by explicitly differentiating the functions of public libraries from those of private institutions in promoting social equity."

"The inclusion criteria for selecting the 22 experts seem adequate, but it would be beneficial to provide more detail on how these experts were chosen. Were they selected based on their geographic distribution, experience level, or a combination of factors?"

"The use of the Delphi method followed by a quantitative survey is a good strategy for triangulating findings. However, the explanation of how the qualitative data were transformed into quantitative indicators is unclear. Provide a clearer description of the coding process and how these codes were quantified in the next stage."

"The statistical analysis section could be improved by explaining the specific statistical methods used (e.g., factor analysis) and their relevance to the research questions. Including more details about the software used (e.g., SPSS) would enhance transparency."

"Table 1 effectively summarizes the results from the Delphi process, but the headings and labels could be clearer. For instance, consider renaming '6 Cs Components' to something more descriptive like 'Core Dimensions of Social Justice in Public Libraries'. This will improve interpretability."

"The findings regarding the relationship between social justice and public libraries are insightful. However, it would be beneficial to include more direct quotes from the qualitative phase to substantiate these findings. How do the expert opinions specifically inform these results?"

"The discussion could be expanded to address potential limitations of the study. For example, the study relies heavily on the Delphi method for qualitative data collection, which may limit the scope of perspectives captured. How does this influence the generalizability of your findings?"

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

"The sentence 'Public libraries improve justice levels in knowledge and information accessibility' (Beyranvand & Nik Kar, 2015) is vague. It would be more robust if you could provide specific examples or data to support this claim, illustrating how public libraries directly impact social justice."

"The review provides a solid foundation but lacks critical engagement with existing literature. A more comprehensive comparison with recent studies on social justice and libraries could strengthen the argument. For instance, incorporating references such as Rehmani (2019) could provide a more current perspective on the role of libraries in social justice."

"The mention of 'social influence like most of the media' is somewhat vague. It would be beneficial to define how social influence is distinct in the context of libraries compared to other media platforms. Clarify this concept with more precise examples."

"The theoretical framework, particularly the reference to John Rawls, could be expanded to include alternative perspectives on social justice such as those from Amartya Sen or Nancy Fraser. This would provide a more well-rounded theoretical base for your study."

"The connection between Friedrich Hayek's criticism of social justice and the role of public libraries is not entirely clear. A deeper discussion of how Hayek's theories might influence perceptions of public libraries' roles in society would enhance this section."

"The mixed-methods approach is appropriate for this study, but it is important to clarify the rationale for choosing a Delphi method for qualitative data collection. What are the specific advantages of using this method over other qualitative methods such as interviews or focus groups?"

"Consider discussing the practical implications of your findings for library policymakers. How can your model be implemented across different types of public libraries to address social justice more effectively?"

"The conclusion effectively summarizes the main findings but could benefit from a more explicit linkage back to the research questions posed in the introduction. A clearer connection between the study's findings and its initial objectives would strengthen the paper."

"It would also be beneficial to suggest areas for future research. How can subsequent studies build on your findings to explore other dimensions of social justice in public libraries or test the model in different contexts?"

Authors revised the manuscript and uploaded the new document.

**2. Revised**

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.