



# Examining the Impact of Strategic Leadership and Organizational Culture on Organizational Performance Considering the Mediating Role of Organizational Innovation (Case Study: Iran Khodro Company)

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The introductory paragraph mentions the importance of evaluating organizational performance but does not sufficiently elaborate on the theoretical underpinnings or frameworks guiding this analysis (e.g., Resource-Based View, Dynamic Capabilities).

The demographic analysis in "Findings and Results" is descriptive but lacks an explanation of how these demographics might influence the study's outcomes (e.g., age distribution's potential impact on innovation perceptions).

The explanation for convergent validity is clear, but additional justification for using AVE as the sole metric, instead of including cross-loadings, would strengthen this section.

While Table 4 uses the Fornell-Larcker criterion, consider discussing potential limitations of this method and why other approaches (e.g., HTMT ratio) were not used.

Hypotheses H6 and H7 rely heavily on VAF calculations, but the narrative would benefit from showing intermediary steps or providing a visual diagram to clarify the mediation pathways.

The limitations section should address the potential biases introduced by using self-reported questionnaires and propose ways future studies could mitigate these.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

While the introduction cites previous studies, the justification for why this specific study on Iran Khodro is significant in filling existing research gaps needs to be strengthened.

In the "Methods and Materials" section, you mention the use of standardized questionnaires but do not provide examples of sample items or scales (e.g., Likert scale endpoints). Including such details would enhance transparency.

The "Kolmogorov-Smirnov Test Results" indicate non-normal distributions, yet the implications for the choice of SEM-PLS over other methods are not thoroughly discussed.

In Table 2, the inclusion of t-values and beta values is excellent, but a brief discussion should accompany the table to explain why some dimensions (e.g., "Emphasis on Ethical Practices") have lower t-values compared to others.

The discussion section references global literature (e.g., Shahzad et al., 2017), but it would be beneficial to connect these findings more explicitly to the local context of Iran Khodro and its unique challenges.

The conclusion mentions training programs for leadership development but does not detail specific actionable recommendations tailored to Iran Khodro.

The study highlights organizational culture and innovation as mediators but could expand on how this aligns with or diverges from existing theories in organizational behavior.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.