




Explaining and Modeling Strategic Alignment with Environmental Performance and Green Innovation Approach in the Food Industry


Leila. Meshkinghalam¹, Ali. Rajabzadeh Ghatari^{2*}, Nazanin. Pilehvari²

¹ PhD Student, Department of Industrial Management, Faculty of Management and Economics, Science and Research Branch, Islamic Azad University, Tehran, Iran

² Professor, Department of Industrial Management, Faculty of Management and Economics, Tarbiat Modares University, Tehran, Iran

³ Professor, Department of Industrial Management, Faculty of Management and Economics, West Tehran Branch, Islamic Azad University, Tehran, Iran

* Corresponding author email address: alirajabzadeh@gmail.com

Editor	Reviewers
Azar Kafashpoor ¹  Professor, Department of Educational Management and Human Resource Development, Ferdowsi University of Mashhad, Mashhad, Iran kafashpor@um.ac.ir	Reviewer 1: Mohammad Esmail Fadaeinejad ¹  Associate Prof., Department of Financial Management and Insurance, Shahid Beheshti University, Tehran, Iran. Email: m-fadaei@sbu.ac.ir Reviewer 2: Masoud Hoseinchari ¹  Associate Professor, Department of Educational Sciences, Shiraz University, Shiraz, Iran. Email: hchari@shirazu.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

The "Methods and Materials" section specifies questionnaires used but does not detail their validation process (e.g., pilot testing or item selection). Include these details to strengthen methodological rigor.

The description of the population states "719 individuals," but it is unclear whether these represent all companies in the sector or a sample. Clarify whether the sample is exhaustive or representative.

The mention of non-normal distribution of data raises concerns about the appropriateness of the analysis methods chosen. Discuss why PLS was used despite non-normality and whether alternatives were considered.

The discussion frequently references external studies but does not critically compare them with the current findings. Integrate a comparison to highlight how this study corroborates or contrasts with existing research.

The statement “This study is among the first in the country...” could be made more impactful by specifying the country and referencing relevant local studies that highlight this novelty.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

In the sentence “Organizations, in fact, have no choice but to create proper alignment among various departments...” (Introduction, Paragraph 1), include references or examples to substantiate the inevitability of alignment.

The research gap highlighted lacks sufficient support. The statement “limited empirical evidence exists regarding the relationship between strategic alignment and environmental performance” should be bolstered by citing recent studies or reviews that emphasize this gap.

Factor loading values are presented but lack a discussion on thresholds. Add justification for considering values above 0.50 as acceptable and relate this to prior studies.

While Figure 2 presents significance statistics, the pathways’ implications are not deeply discussed. Provide a more thorough explanation of what each significant relationship implies in practice.

Reliability measures like Cronbach’s alpha are presented but not interpreted. Include a discussion on whether the values indicate satisfactory reliability based on accepted standards.

The first hypothesis discussion references “internal conditions within the organization to facilitate environmental actions” without providing examples. Consider adding practical illustrations or case studies.

The importance of IT alignment is mentioned several times (e.g., “alignment between IT and the organization’s environmental strategies”), but the role of IT in facilitating environmental strategies is underexplored. Expand on this point with examples or theoretical insights.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.