


## Designing a Model for Enhancing the Symbolic Capital of Managers (Case Study: SAIPA Automotive Group)

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

"One such factor that has garnered significant attention in the field of management studies in recent decades is 'symbolic capital' (Simakova, 2024)."

Consider providing a brief historical context for symbolic capital to enhance readers' understanding of its evolution and relevance.

"In the automotive industry, managers who successfully manage and enhance their symbolic capital can motivate their employees more, strengthen customer loyalty, and improve organizational performance (Lavin, 2024)."

Elaborate on how symbolic capital is operationalized in the automotive industry. Does it differ from other industries? Specific examples from SAIPA or other automakers could strengthen this claim.

"The qualitative strategy of the present research is based on grounded theory, relying on Sandelowski et al.'s (2007) seven-stage approach."

Provide more detail about the specific stages of Sandelowski's approach used in this study and how they were adapted for the research context.

"The statistical population of the study includes two categories as follows:"

Clarify the categories in the statistical population. Were participants selected through purposive sampling? Justify the sampling method to strengthen methodological rigor.

"Commitment to quality and performance emphasizes managers' approach to ensuring the quality of products and services, maintaining high standards, and continuously improving performance."

Include specific metrics or examples to illustrate what "commitment to quality" looks like in practice for managers at SAIPA.

"Creating and developing effective communication networks pertains to managers' ability to establish strong professional and social relationships."

Expand on the types of communication networks most critical to SAIPA's managers. Are they primarily internal or external? Provide specific examples.

"Protecting shareholder value emphasizes maintaining financial stability and building trust among investors."

It would be useful to discuss whether shareholder trust in SAIPA is currently impacted by symbolic capital and provide evidence or data if available.

"Enhancing service-oriented motivation encourages managers to focus on the interests of customers and society, creating an inspiring and service-oriented environment within the organization."

Clarify how service-oriented motivation links to symbolic capital. Does it primarily affect external stakeholders like customers or internal ones like employees?

"Developing organizational resilience capacity increases the organization's ability to cope with crises and quickly return to normal status."

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

"Symbolic capital for managers acts not only as a managerial tool but also as a strategic factor for success in competitive and global markets."

This sentence would benefit from specific examples or case studies that demonstrate symbolic capital's impact in global markets to substantiate the claim.

"The understanding of the application of these concepts in Middle Eastern and specifically Iranian organizations remains limited."

It would be valuable to clarify why this gap exists. Are there cultural, economic, or organizational factors unique to this region that hinder research or application?

"This research strives to achieve a better and deeper understanding of the process of enhancing symbolic capital at managerial levels by designing and elucidating a valid and practical model."

Specify how the proposed model addresses unique challenges in the SAIPA Group and the broader Iranian automotive industry. This will clarify the model's practical value.

"Team empowerment and development enable managers to identify the capacities of team members, provide training and development, and establish effective coordination to increase team productivity and motivation."

Consider elaborating on how team empowerment and development contribute to symbolic capital. Are there measurable outcomes to support this assertion?

"Conflict management and team diversity help managers utilize conflicts as opportunities for improvement and innovation while transforming the existing diversity within the team into a strength."

The concept of conflict as an opportunity for innovation could be expanded with examples or empirical evidence, especially within SAIPA or comparable contexts.

"Structuring and regulating activities, as another dimension of integrated performance management, involves managers' ability to optimally organize processes, allocate resources, and set priorities."

Discuss how this structuring directly impacts symbolic capital. Does it enhance external perception, internal cohesion, or both?

"Strengthening behavioral and ethical values emphasizes the reinforcement of ethical principles, adherence to justice, and transparency in decision-making."

This section could benefit from examples that illustrate the practical application of these ethical principles in the SAIPA Group.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.