





Identifying the Dimensions of the Self-Awareness Model for Managers in Iranian Public Organizations

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E d i t o r	R e v i e w e r s
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1. Round 1

1.1. Reviewer 1

Reviewer:

The citation of Simon (1947) is outdated and requires contextualization with recent literature to justify its continued relevance in contemporary public management research.

The sentence “Therefore, selecting managers, training, and preparing them...” should be supported by a citation or recent empirical study emphasizing the growing importance of managerial selection and development.

The transition between open and axial coding needs clarification. For instance, the term “abstract names” should be operationalized or illustrated with one coding example.

This section begins by repeating previously reported results. Consider reducing repetition and instead focus on interpreting the findings in light of existing models or theories of self-awareness.

The reference to Dietzfeld and Schurz (2011, 2014) and the segmentation model is conceptually rich, but it lacks a clear link to the empirical findings. Indicate how the present results align or contrast with their framework.

The conclusion asserts that “Science, with strong predictive power...” but this language is too vague. Instead, emphasize how the current model of self-awareness contributes to applied leadership or organizational performance.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The sentence “It is claimed that higher levels of self-awareness lead to better decision-making...” should reference specific empirical studies to strengthen this claim rather than relying on general statements.

The research question “What are the dimensions of the self-awareness model...” would benefit from a clearer articulation of the study’s objectives and hypotheses (if applicable) to guide readers.

The sentence “The words used by the author...” is overly general and could be shortened. Focus instead on how specific coding criteria were established and applied using Maxqda.

The phrase “Physiological studies...offer potential avenues...” seems disconnected from the qualitative nature of the current study. Consider integrating this content into a future research paragraph instead.

This paragraph lacks structure and shifts between methods, implications, and theoretical remarks. Consider splitting it into two: one focused on theoretical integration and the other on methodological implications.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.