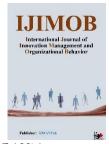


Journal Website

Article history: Received 28 February 2025 Revised 15 April 2025 Accepted 23 April 2025 Published online 01 November 2025

International Journal of Innovation **Management and Organizational Behavior**

Open Peer-Review Report



E-ISSN: 3041-8992

The Ecological Model of Prisons in Iran with Emphasis on Prisoners' Behavioral Reform (Case Study: Tehran Prisons **Organization**)

Pedram. Mohammadzadeh o, Seyed Ahmad. Hosseini Gol Afshani^{2*}, Seyed Abdullah. Sajadi Jagharq o Afsaneh. Zamani Moghaddam⁴

* Corresponding author email address: Golafshan20@gmail.com

| Editor | Reviewers |
|--|--|
| Mohammed Abdul Imran Khan [®] | Reviewer 1: Asghar Jafari [©] |
| Department of Financial | Associate Professor, Department of Psychology, Kashan University, Iran. Email: |
| Management and Economics, | as_jafari@sbu.ac.ir |
| Dhofar University, Oman | Reviewer 2: Mojtaba Tamadoni [©] |
| mimran@du.edu.om | Assistant Professor, Department of Psychology, South Tehran Branch, Islamic Azad |
| | University, Tehran, Iran, m_tamadoni@azad.ac.ir |

Round 1

1.1. Reviewer 1

Reviewer:

The paragraph beginning "Research in this area plays a vital role in advancing theoretical frameworks in prison management and social criminology..." remains rather general. Please explicitly explain how your ecological model advances theory beyond existing frameworks.

In the Three-Level Thematic Categorization (Table 2), the hierarchical relationship between Level 2 and Level 3 categories is not fully clear. For instance, "Reformative and Educational Programs" include both "Vocational Training" and "Psychological Counseling," which may conceptually overlap with "Rehabilitation Programs." Please clarify overlaps.

The manuscript refers to "Figure 1 – Final Conceptual Model" but the figure itself is not visible or detailed in the text. Please ensure that the figure is properly labeled, legible, and fully interpretable to readers.

¹ Department of Public Administration, United Arab Emirates Branch, Islamic Azad University, Dubai, United Arab Emirates

² Department of Public Administration, Science and Research Branch, Islamic Azad University, Tehran, Iran

³ Department of Media Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

⁴ Department of Educational Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

The section "Correctional authorities should prioritize improving physical and social conditions..." is a strong policy suggestion. However, it would be more impactful if specific actionable recommendations (e.g., frequency of family visits, minimum standards for dormitory size) were included.

Authors revised the manuscript and uploaded the new document.

OPEN PEER-REVIEW

1.2. Reviewer 2

Reviewer:

In the last paragraph of the introduction, the sentence "There are still many ambiguities surrounding the prison ecosystem model." should be expanded. Specify at least two or three concrete ambiguities (e.g., lack of empirical testing, underexplored role of managerial systems) to justify the novelty.

Under Interview Planning, the manuscript notes, "The average age of participants was --- years." Several demographic details are left blank (---). These should be completed before publication.

In the discussion, the sentence "Participants consistently noted that when physical standards were inadequate... prisoners exhibited heightened stress and aggressive behavior" is only supported by two citations. More regional or recent literature (e.g., 2022–2024) should be integrated to strengthen this argument.

In the conclusion of the discussion, the authors state, "The alignment of these findings with prior literature enhances the model's validity and applicability." While alignment is shown, novelty is less emphasized. Please explicitly highlight what aspects of your ecological model are new contributions to the field.

Authors revised the manuscript and uploaded the new document.

Revised

Editor's decision after revisions: Accepted. Editor in Chief's decision: Accepted.

