

Investigating the Impact of COVID-19 Consequences on Supply Chain Integration and Performance with the Mediating Role of Organizational Strategic Flexibilities (Case Study: Iranian Airlines)

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1. Round 1

1.1. Reviewer 1

Reviewer:

In the first long paragraph of the Introduction, the statement “Over the past decade, the pace of digital transformation...” is followed by a wide-ranging discussion unrelated to COVID-19 or airlines. This literature survey should be better aligned with the study’s main variables and research gap.

In the sentence “Cronbach’s alpha was calculated for each set of items...”, the manuscript mentions “the following table,” but the reliability table is not included. The omission affects evaluation of measurement quality.

The manuscript does not state whether the questionnaire scales for “strategic flexibility,” “supply chain integration,” and “COVID-19 consequences” were adapted from previous studies or developed by the authors. Please state sources, validation steps, and provide sample items.

Authors revised the manuscript and uploaded the new document.

1.2. *Reviewer 2*

Reviewer:

In the Introduction's final paragraph, although you conclude with "Given these extensive theoretical and empirical foundations...", the article does not clearly articulate a specific research gap. Please add a paragraph explicitly stating what remains unknown about supply chain integration in Iranian airlines during COVID-19.

Before moving to the Methods section, no conceptual model figure is presented, although the text repeatedly refers to structural relationships (COVID-19 → Integration → Performance → Flexibility). A conceptual model diagram would significantly improve comprehension.

In Methods and Materials, the manuscript states: "The sampling method was purposive." However, you do not justify why purposive sampling is appropriate for airline employees in Tehran. Please provide justification and discuss potential sampling biases.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.