




Designing an Appropriate Model of Managers' Decision-Making Styles by Considering Managers' Spiritual Intelligence and Employees' Organizational Citizenship Behavior

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1. Round 1

1.1. Reviewer 1

Reviewer:

In the introductory paragraph beginning with “In contemporary organizations, managerial decision-making has become one of the most critical determinants of organizational effectiveness,” the discussion is conceptually rich but insufficiently contextualized for higher education organizations in Iran. The authors should strengthen the contextual justification by discussing the specific administrative, cultural, and managerial characteristics of Islamic Azad University and explaining why spiritual intelligence and organizational citizenship behavior are especially relevant in this institutional setting.

The literature review repeatedly emphasizes the importance of spiritual intelligence; however, the manuscript does not sufficiently engage with competing perspectives or criticisms regarding the construct's conceptual ambiguity. For example, in the paragraph beginning “The concept of spiritual intelligence has attracted increasing scholarly attention,” the authors present spiritual intelligence as universally beneficial without critically discussing debates surrounding its discriminant validity relative

to emotional intelligence, religiosity, or personality traits. Including a critical theoretical discussion would substantially improve the scholarly rigor of the manuscript.

The discussion of organizational citizenship behavior on pages 2–3 remains largely descriptive and would benefit from stronger theoretical anchoring. Specifically, the manuscript introduces OCB dimensions such as altruism, conscientiousness, and civic virtue, but it does not clearly identify the underlying organizational theory explaining how these behaviors influence managerial decision-making processes. Integrating frameworks such as social exchange theory, organizational support theory, or positive organizational behavior theory would improve conceptual coherence.

The paragraph beginning “Data analysis was conducted in both descriptive and inferential stages” mentions screening for missing values, outliers, and normality, but no actual results of these diagnostic procedures are reported. The manuscript should provide quantitative evidence for multivariate normality, outlier treatment, skewness and kurtosis ranges, and potential multicollinearity diagnostics. This omission weakens confidence in the appropriateness of SEM estimation procedures.

Table 1 presents descriptive statistics for the research variables, yet the manuscript does not report whether the observed means significantly differ from theoretical midpoints. For example, the authors interpret spiritual intelligence and OCB as “high,” but this conclusion is descriptive rather than statistically substantiated. Conducting one-sample t-tests against scale midpoints would allow stronger interpretation of the observed levels.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The paragraph stating that “organizational citizenship behavior may function as an important mechanism through which managerial and psychological factors influence organizational performance and effectiveness” introduces a potentially important mediating logic, yet the final structural model does not appear to test any mediation effects formally. Since the manuscript conceptually positions OCB as a mechanism, the authors should either statistically test indirect effects using bootstrapping procedures or revise the theoretical wording to avoid implying mediation that was not empirically examined.

The methods section indicates that the study employed a “descriptive-correlational and model-development design,” but the rationale for choosing structural equation modeling is insufficiently elaborated. The authors should justify why SEM was methodologically preferable to multiple regression or path analysis, especially considering the sample size of 203 participants and the complexity of the proposed model. In addition, assumptions associated with covariance-based SEM are not adequately discussed.

The manuscript states that “sampling was carried out through a stratified sampling method,” but the operational details of the stratification process are omitted. The authors should specify the basis for stratification (e.g., university branches, managerial level, department type, gender, or employment category) and explain how proportional allocation was performed. Without this information, the representativeness and external validity of the sample remain difficult to evaluate.

The description of the General Decision-Making Style Questionnaire is informative; however, the manuscript does not report whether the scale was previously validated in Persian or within Iranian organizational contexts. Since psychometric properties may differ across cultural settings, the authors should provide evidence regarding translation procedures, linguistic adaptation, construct validity in Iranian samples, and any prior domestic validation studies.

The section describing the Spiritual Intelligence Self-Report Inventory explains the dimensions clearly, yet the manuscript does not specify whether the authors used the original English version or a translated Persian version. Furthermore, no information is provided regarding confirmatory factor analysis results at the subscale level. Since spiritual intelligence is a multidimensional latent construct, reporting dimension-specific factor loadings and reliability coefficients would strengthen measurement transparency.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.