

Design and Analysis of Human Resource Development Strategies in Remote Work Conditions: An Applied Study in the Iraqi Ministry of Planning

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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 discussion of remote work as “a structural necessity for both private and public organizations worldwide” might benefit from mentioning Iraq’s unique challenges, since the study is context-specific.

The sentence “The balance between productivity and employee well-being requires carefully crafted HRD strategies that are context-sensitive and evidence-based” is strong, but it would be improved by referencing how this balance has been particularly problematic in Iraqi public organizations.

The time frame “studies published between 2010 and 2023” is quite broad. The authors should justify why older studies (2010–2015) remain relevant in the post-pandemic era of HRD.

In “The statistical population of this stage included 14 experts”, please provide more details on expert selection criteria (e.g., years of experience, roles in HRD, or familiarity with remote work).

The sentence “Cronbach’s alpha coefficient was calculated, indicating satisfactory reliability of the tool” should include the exact alpha value to strengthen methodological rigor.

The table is labeled “Heart Rate Variability (HRV) and Electrodermal Activity (EDA) Outcomes” which appears unrelated to HRD strategies. This seems like a formatting or labeling error that needs correction.

The authors state “self-monitoring and accountability cultures are integral to HRD in remote government organizations”. This is insightful but requires empirical examples from the Iraqi Ministry of Planning to demonstrate contextual grounding.

Author revised the manuscript and uploaded the updated document.

1.2 Reviewer 2

Reviewer:

When stating “Recruiters and organizations increasingly prioritize competence—technical, cognitive, and ethical—over traditional warmth-based attributes”, the authors should clarify whether this trend was observed in their own findings or is drawn exclusively from prior literature.

The phrase “organizations increasingly rely on data-driven HRD approaches” could be expanded with specific examples of how this reliance manifests in public administration settings, to link better with the research context.

The phrase “three stages” should be clearly outlined with subheadings or numbering to improve readability and methodological transparency.

The description “33 strategies... were used as input for the Delphi stage” would benefit from a summary table or appendix that shows the initial strategies and their sources more clearly.

The phrase “Our results are consistent with evidence that supervisor support and social cohesion mitigate negative telework outcomes” could be enhanced by directly linking this claim back to the strategies identified in Axis Two.

The statement “The emergence of data management and digital transformation strategies aligns with global trends” should also address limitations of digital adoption in Iraq, such as infrastructure and cybersecurity constraints.

Author revised the manuscript and uploaded the updated document.

2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.