





Designing an Innovative Organization Model for State-Owned Enterprises (Case Study: Iraq)

Hussein. Basheer Abu Khch¹, Saeid. Aghasi^{2*}, Ahmed. Abdullah Amanah³, Sayyed Mohammad Reza. Davoodi²

¹ PhD Student, Department of Public Administration, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

² Assistant Professor, Social and Cultural Researches Center, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran

³ Assistant Professor, Department of Business Administration, Faculty of Management and Economics, Karbala University, Karbala, Iraq

* Corresponding author email address: Sae_aghasi@yahoo.com

Editor

Mehdi Rostami^{id}
Department of Psychology and
Counseling, KMAN Research
Institute, Richmond Hill, Ontario,
Canada
mehdirostami@kmanresce.ca

Reviewers

Reviewer 1: Mohammad Esmail Fadaeinejad^{id}
Associate Prof., Department of Financial Management
and Insurance, Shahid Beheshti University, Tehran, Iran.
Email: m-fadaei@sbu.ac.ir

Reviewer 2: Ali Choori^{id}
Assistant Professor of Sports Management, Faculty of Humanities and Sports
Sciences, Gonbadkavos University, Gonbadkavos, Iran. Email: choori@gonbad.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

"Currently SOEs face bottlenecks in a complex innovation environment." - Please provide specific examples of these bottlenecks to give a clearer context.

"Therefore knowledge employees are essential for enhancing overall innovation capability and achieving the goal of building an innovative organization." - Consider providing a brief definition or characteristics of 'knowledge employees' for clarity.

"Data collection is cross-sectional based on time inductive-deductive philosophically..." - Clarify what is meant by "time inductive-deductive philosophically" as the phrasing is confusing.

"The data collection tool for the qualitative section is semi-structured interviews." - Provide more detail on the semi-structured interview process, such as the types of questions asked or themes explored.

"Innovation culture plays a very important role in innovative organizations." - This statement could be strengthened by providing empirical evidence or case studies that demonstrate the impact of innovation culture on organizational performance.

"Developing individual creativity among employees plays a very important role in innovative organizations." - Specify the methods used to develop individual creativity and how their effectiveness was measured in this study.

"Innovative organizations can offer training and development programs to enhance employees' creativity skills." - Detail the types of training programs recommended and any supporting evidence for their effectiveness.

"A flexible organizational structure can facilitate opportunities for mobility and knowledge transfer among organization members." - Suggest practical steps or best practices for creating such a flexible structure.

"With intellectual property rights organizations can leverage investment in research and development..." - Discuss specific intellectual property strategies that could be adopted by Iraqi SOEs.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

"Hence a key question in many management perspectives is how to manage the innovation process..." - This sentence would benefit from citing specific management perspectives or theories that address this question.

"What is the innovative organization model in state-owned enterprises in Iraq?" - It would be helpful to state explicitly why Iraq was chosen as the case study and what unique aspects of Iraqi SOEs make this study significant.

"The research sample is selected based on the rule of theoretical saturation and purposefully among the above experts." - Explain the criteria used to determine theoretical saturation and the rationale behind the purposive sampling method.

"In examining the average age of the experts surveyed..." - Consider including a table or chart to visually represent the demographic data for easier comprehension.

Ensure that all extracted secondary codes are clearly defined and differentiated to avoid overlap and confusion.

"Creating a flexible organizational structure; encouraging teamwork collaboration..." - Provide concrete examples or case studies that illustrate successful implementation of these codes in other organizations.

"Strategic thinking enables employees to analyze existing competition..." - Include specific tools or frameworks for strategic analysis that were used or recommended in the study.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.