


# Identification of Factors Influencing the Design of a Structural Model for Employees' Unconventional Administrative Behaviors in Governmental Organizations Using Grounded Theory

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The claim "Deviant behaviors in the workplace have reached alarming levels in other countries as well, costing organizations significantly" (paragraph 3) could be strengthened by citing recent statistical or empirical studies to provide concrete evidence.

In Table 1, the category "Weak HR Management Systems" lists "lack of compliance with rules" as a concept. Clarify if this refers to employee noncompliance, managerial noncompliance, or systemic issues.

The presentation of "93 concepts" (paragraph 3) extracted during open coding could benefit from a summary or a few examples to give readers an idea of the breadth and depth of these concepts.

The conclusion that "legal and regulatory weaknesses" and "weakness in human resource management systems" are central categories (paragraph 3) requires more discussion on their relative importance compared to other factors.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

In the sentence "A behavior or action acceptable in one context may appear unacceptable in another," (paragraph 5) consider specifying cultural or organizational contexts to illustrate the variability of norms more effectively.

The sampling method described as "snowball sampling" needs further justification. Provide reasons for choosing this method over other sampling techniques and discuss its limitations regarding representativeness.

The statement "Cronbach's alpha was used to determine the reliability of the measurement tool" (paragraph 5) should include the exact Cronbach's alpha values obtained for different constructs to enhance transparency.

The recommendation to "promote ethical managerial behaviors" (paragraph 4) is too broad. Suggest specific interventions or frameworks that managers could implement.

The statement "weak organizational culture involved a lack of employee participation, conflicts in goals and values, risk aversion, and lack of compassion in work" (paragraph 7) would benefit from examples or evidence from the data.

The paradigm model presented in Figure 1 is not explained in detail in the text. Include a description of how each category interacts within the model.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.