




## A Model of Green Human Resource Management with Emphasis on Environmental and Energy Factors in Mashhad Municipality


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### Reviewers

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### 1. Round 1

#### 1.1. Reviewer 1

Reviewer:

The statement "Green human resource systems foster a green atmosphere, ultimately facilitating the greening of organizations" (p. 1) requires citations to strengthen its claim. Consider adding recent references to support this assertion.

The regression results for the Deputy of Finance and Support and Deputy of Transportation and Traffic consistently show non-significant relationships. Address why these deputies might not align with GHRM components and how this could affect the overall model.

All factor loadings are above 0.7, which is desirable. However, describe whether any items showed cross-loadings or were removed to maintain construct validity.

The discussion on urban green infrastructure (p. 4) is insightful but heavily descriptive. Relate this to the statistical results for the ecological dimension in Table 7.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

The novelty of the study is described in vague terms (e.g., “highlighting the novelty of the current research”), but it is unclear how this study is different from existing works. Specify gaps in the literature that your study addresses.

The process for selecting the final 19 components from the original 74-item questionnaire is briefly mentioned. Provide a more detailed explanation of the criteria and statistical thresholds used for factor reduction.

Describe how the hierarchical method using Expert Choice software integrates with other statistical analyses. Was this used for weighting components or prioritizing dimensions?

Fit indices for municipal management are lower than for GHRM (e.g., GFI = 0.891). Discuss potential limitations or implications of these marginally acceptable values.

While discussing the impact of GHRM on various deputies, focus on actionable insights for policy-makers. For example, how can deputies with weak relationships (e.g., Deputy of Finance and Support) improve their alignment with GHRM principles?

The conclusion that GHRM "does not have a significant relationship with several deputies" is repeated multiple times. Reframe this observation to explore why these relationships might differ.

Expand on the managerial implications of your findings. For example, how might the energy and environmental dimensions influence budget allocations in municipal operations?

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## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.