





# Proposing a Paradigmatic Model of Organizational Culture in Iraqi Schools

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

In the repetition of "In Iraq's schools, cultural diversity and environmental influences..." and similar phrases in multiple places, the text becomes redundant. I recommend consolidating these sections to improve coherence.

The assertion "acknowledging the individual capabilities of students and staff is an integral part of a successful organizational culture" is important but needs empirical support—please provide at least one supporting citation.

In Table 1, it is confusing that "Encouraging Collaboration and Interaction" appears under different codes. Please review coding consistency or explain overlapping codes.

The heading "Values and Beliefs" lists categories such as "Defining Approach and Priorities" and "Decision-Making," which seem more aligned with organizational structure or leadership. Please justify these categorizations or adjust them.

The description "34 categories were derived" is helpful but would benefit from an appendix showing sample interview excerpts mapped to each category.

The central phenomenon is listed as "Sustainable Education" but this was not previously explained. Please justify why "sustainable education" emerged as the core category and how it relates to organizational culture specifically.

While the model is visually clear, there is no textual description immediately following Figure 1 that walks the reader through it. A brief explanation of the arrows and relationships would strengthen reader comprehension.

The suggestion "enhancing teacher, student, and parent participation" would benefit from concrete, actionable strategies derived from your findings rather than general statements.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

You mention "Tassalimi and Farasatkah (2021)" but do not explain their framework adequately. Please elaborate on the seven identified components briefly to provide better context.

The description "Purposeful sampling was used to select 30 participants" should specify the criteria used for inclusion to enhance the study's transparency.

Please indicate how many initial questions were included in the semi-structured interview guide and whether pilot testing was conducted.

The sentence "These results align with the studies of Tassalimi and Farasatkah (2021), Mahmoudi Sardeh et al. (2021),..." is too general. Please specify exactly which findings from your study align with which earlier studies.

The phrase "many struggle due to a lack of managerial and strategic skills" is vague. Please support this statement with either your data or a cited source.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.