


Providing a Model of Diversity and Inclusion in Human Resource Management with a Focus on Digital Transformation Tools

Mersedeh. Adabi^{1*} 

¹ Assistant Professor, Department of Public Administration, Research Sciences Branch, Azad University, Tehran, Iran

* Corresponding author email address: mersedehadabi1360@gmail.com

E d i t o r	R e v i e w e r s
Khaliquzzaman Khan  Associate Professor, School of Business Administration, Al Dar University College, United Arab Emirates kaliquzzaman.khan@ae.ac	Reviewer 1: Masoud Mirmoezi  Department of Physical Education and Sport Sciences, Islamic Azad University, Central Tehran Branch, Tehran, Iran. Email: massoudmirmoezi@live.com Reviewer 2: Mehrdad Bayat  Assistant Professor, Department of Management, Payam Noor University, Tehran, Iran. Email: bayatmehrdad60@pnu.ac.ir

1. Round 1

1.1. Reviewer 1

Reviewer:

In the sentence “Diversity and inclusion in human resource management have become fundamental pillars of organizational success”, provide a stronger theoretical foundation by referencing relevant diversity management models.

The introduction outlines challenges but does not explicitly state the research gap. Clearly articulate the gap your study addresses.

The research question is broad (“What is the model of diversity and inclusion in human resource management with a focus on digital transformation tools?”). Consider refining it by specifying the scope, such as whether you focus on implementation strategies or outcomes.

The study uses purposive sampling of 14 HR managers, but the rationale for selecting this number is unclear. Justify why 14 participants were sufficient for qualitative analysis.

You mention using thematic analysis but do not specify whether Braun & Clarke’s (2006) or another framework was used. Adding a citation and description of the analysis method will enhance methodological rigor.

In Table 3 (Evaluation and Screening of Indicators Based on the Delphi Technique), it is unclear why some variables have a standard deviation of 0. Explain how consensus was reached and if unanimity was required.

The study categorizes 15 factors into six levels using interpretive structural modeling. However, it is not clear why some factors are at higher levels than others. Explain the hierarchical logic.

Figure 3 (Dispersion Pattern of Influencing Factors) lacks a clear interpretation in the text. Add a paragraph explicitly explaining what insights can be drawn from the scatter plot.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The claim that “digital tools can help organizations mitigate unconscious biases” should be supported with empirical evidence or a theoretical framework explaining how technology can reduce biases.

While MICMAC is used for structural modeling, the manuscript does not explain why it was chosen over other methods like DEMATEL or ISM. Provide a justification.

The Delphi technique is mentioned, but the number of rounds conducted and the criteria for expert consensus are unclear. Specify how saturation or agreement was achieved.

The study proposes a model but does not validate it against real-world cases. Consider discussing whether validation through a case study or expert review was performed.

The discussion summarizes findings but does not compare them with existing literature. Compare your model with similar frameworks in HRM or digital transformation.

The discussion should elaborate on how organizations can apply the proposed model. For example, provide examples of how AI can be practically integrated into HR processes.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.