

REVIEWER'S REPORT

Manuscript No.: **IJAR-54920**

Title: Psychological Safety as a Mediating Mechanism Between Workplace Stressors and Employee Wellbeing A Multilevel Analysis

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity			✓	
Significance			✓	

Reviewer Name: Dr.P.Manochithra

Detailed Reviewer's Report

1. Overall Evaluation

The manuscript explores the mediating role of psychological safety between workplace stressors and employee wellbeing using a multilevel approach. The topic is highly relevant, timely, and significant for organizational behavior, HRM, and occupational health research. The structure is generally clear, the flow logical, and the literature support substantial.

However, the paper has **methodological, theoretical, structural, and stylistic issues** that need improvement before acceptance. Some sections are overly lengthy, repetitive, and lack concise theoretical anchoring. The analysis is strong, but several reporting standards (MSEM, fit indices, aggregation statistics, effect sizes) need refinement.

Overall, the paper is promising but requires revision.

2. Strengths of the Paper

✓ 2.1 Novelty & Contribution

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- Addresses a **research gap** by examining psychological safety as a **multilevel mediator**, which is underexplored.
- Uses **MSEM**, an advanced analytical technique suitable for nested data.
- Provides **practical recommendations** for organizations, leaders, teams, and policymakers.

✓ 2.2 Conceptual Clarity

- Clear definitions of psychological safety, workplace stressors, and wellbeing.
- Strong theoretical foundation using **JD-R model**, **Transactional Theory of Stress**, and **Edmondson's psychological safety theory**.

✓ 2.3 Methodological Strengths

- Adequate sample size (350 employees, 45 teams).
- Proper use of validated scales with good reliability.
- Ethical considerations clearly stated.

✓ 2.4 Presentation & Structure

- Logical flow from introduction → literature → methodology → results → discussion.
- Complete reference list and detailed recommendations.

3. Major Issues (Require Revision Before Acceptance)

3.1 Excessive Length and Repetition

- The manuscript is unusually long for a standard journal article.
- Literature Review, Discussion, and Recommendations contain repeated concepts.
- Some paragraphs are too descriptive and narrative rather than analytical.

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Condense the literature review, reduce repetitive explanations, and tighten the recommendations.

3.2 Cross-Sectional Design Weakness

Although the paper acknowledges this, the limitations need deeper elaboration, especially on:

- Causality issues in mediation analysis.
- Potential reverse causation (low wellbeing → lower psychological safety perceptions).

Recommendation:

Include suggestions for longitudinal, diary, or experimental designs as future extensions.

3.3 Missing Fit Indices and Model Diagrams

The methodology section states CI/TLI/RMSEA thresholds but does not report:

- Actual **fit indices**
- **Path coefficients for all paths**
- **MSEM diagrams or tables**

Recommendation:

Add a table for:

- Model fit indices
- Standardized path coefficients
- Indirect effects with bootstrapped CIs

3.4 Measurement Model Information Missing

A proper SEM study requires reporting:

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- CFA results
- AVE, CR values
- Factor loadings

Recommendation:

Add a **Measurement Model Validation** subsection.

3.5 Overgeneralization in Discussion

Some conclusions assume strong causal effects, despite cross-sectional data.

Recommendation:

Tone down causal language: use “**associated with,**” “**linked to,**” “**predicts,**” instead of “**leads to**”.

3.6 Need for Greater Theoretical Integration

While multiple theories are cited, the paper lacks integration showing how:

- JD-R
- Psychological safety theory
- Team climate theory

jointly frame the model.

Recommendation:

Add a conceptual figure illustrating theoretical relationships.

3.7 Writing & Language Issues

Certain sections contain:

- Long sentences
- Repetitive words
- Paragraphs exceeding 15–20 lines

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- Formatting inconsistencies

Recommendation:

Improve clarity, precision, and academic tone.

4. Minor Issues (Improve for Readability & Professionalism)

- ◆ Minor formatting inconsistencies (spacing, line breaks, headings).
- ◆ Some citations need updating – include more recent studies (2020-2024).
- ◆ The abstract is too long; shorten to 200–250 words.
- ◆ Add demographic tables in the methodology.
- ◆ Add page numbers, figure numbers, and table labels.
- ◆ Consider proofreading for minor grammatical errors.

5. Section-Wise Comments

5.1 Abstract

- Well written but overly detailed.
- Recommendation: Reduce length and focus on key findings.

5.2 Introduction

- Strong framing of the research problem.
- Suggestion: Add specific research questions or hypotheses.

5.3 Literature Review

- Comprehensive but too long and descriptive.

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- Needs more recent empirical studies from 2019–2024.

5.4 Methodology

- Good sample description and ethics.
- Missing:
 - CFA details
 - Model fit indices
 - justification for Likert scales
 - potential common method bias checks (Harman's test, marker variable)

5.5 Results

- Key findings are clearly explained.
- Missing:
 - A results table
 - SEM diagrams
 - Bootstrapped CI values for indirect effects

5.6 Discussion

- Strong interpretation.
- Needs more connection to hypotheses and theory.

5.7 Recommendations

- Very thorough but overly long.
- Reduce to key actionable points.

5.8 Conclusion

- Well-written but repetitive.

6. Recommendation to the Editor

☒ **Major Revision Required**

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The manuscript has strong potential but requires improvement in:

- Conciseness
- Reporting of SEM statistics
- Reduction of repetition
- Strengthening methodological justification
- Enhancing theoretical integration

Once revised, the paper would make a valuable contribution to research on psychological safety and employee wellbeing.