

REVIEWER'S REPORT

Manuscript No.: IJAR-54920

Date: 24-11-2025

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: Mr. Bilal Mir

Reviewer's Comment for Publication.

The manuscript presents an important and timely study examining psychological safety as a multilevel mediator between workplace stressors and employee wellbeing. The topic is relevant, the theoretical grounding is solid, and the use of MSEM strengthens the analytical rigor. The paper demonstrates clarity in structure, uses validated measures, reports ethical procedures, and offers valuable practical implications. However, the manuscript is overly long, contains repetition in the literature review and discussion, and lacks several essential SEM reporting components, including CFA details, fit indices, factor loadings, and bootstrapped indirect effects. Some claims are presented too causally for a cross-sectional design, and theoretical integration among JD-R, psychological safety theory, and team climate theory needs clearer articulation. Writing issues such as long paragraphs, redundancy, and inconsistent formatting also require attention.

Overall, the study has strong potential but requires major revision before publication. The authors should condense repetitive sections, include all necessary model validation statistics, add diagrams or tables summarizing paths and fit indices, and strengthen the methodological justification. Tone down causal interpretations, incorporate more recent references, and improve organization and academic language. With these improvements—particularly clearer measurement reporting and tighter, more concise presentation—the manuscript could make a meaningful contribution to research on employee wellbeing and organizational psychology.