




# A Hybrid Model of a Merit-Based Compensation System Based on Organizational Structure in the Banking Sector


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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

Consider connecting the Human Capital Theory more explicitly with merit-based compensation practices. How does this theory conceptually underpin the proposed hybrid model?

This claim requires more empirical support. Cite recent reports or statistics showing how compensation inconsistencies have manifested in practice across the banking system.

Specify the inclusion/exclusion criteria for selecting experts and clarify the disciplines represented to ensure credibility.

There is limited explanation of how the qualitative findings informed the quantitative instrument development. Describe the process used to transform qualitative codes into questionnaire items.

The table is extensive but lacks summarizing remarks per category. Add brief interpretations or highlight which categories were most dominant in the data.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

Explain how saturation was determined—e.g., lack of emergence of new codes or concepts—and which framework was used to justify saturation (e.g., Guest et al., 2006).

Specify which criteria were applied (e.g., credibility, dependability, transferability), and how they were operationalized in the qualitative phase.

Justify retention of these items or discuss if items with low loading were tested for cross-loading or collinearity.

The interpretation is very general. Please report cross-loadings as well, or assess with HTMT criterion to strengthen validity claims.

These values are reported but not interpreted. Elaborate on what the values (e.g.,  $R^2 = 0.828$  for Central Phenomenon) imply about explanatory power and predictive relevance.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.