




The Impact of Job Embeddedness on Organizational Performance of Employees in the Ministry of Sports and Youth with the Mediating Role of Organizational Justice

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1. Round 1

1.1. Reviewer 1

Reviewer:

The introduction claims, "Job embeddedness occurs when employees remain in their jobs due to financial constraints, fear of losing benefits, or lack of alternative opportunities." However, job embeddedness is a broader construct, also including psychological and social ties to the organization. Cite foundational works (e.g., Mitchell et al., 2001) to support this.

The Kolmogorov-Smirnov test results suggest a non-normal distribution, but the analysis still uses PLS-SEM, which assumes normality for certain fit indices. Justify why PLS-SEM was chosen over alternative methods (e.g., bootstrapping techniques or non-parametric modeling).

The Cronbach's alpha values are reported for constructs, but composite reliability (CR) and average variance extracted (AVE) should be included in Table 3 for a more comprehensive validity check.

The demographic data (e.g., age, education level) is presented but not analyzed. Provide a comparison between different demographic groups to see if job embeddedness differs by age or education level.

The study finds that "job embeddedness explains 35.40% of variance in organizational performance and 11.22% of variance in organizational justice." These R^2 values should be interpreted using effect size benchmarks (Cohen, 1988) to determine whether these relationships are weak, moderate, or strong.

The findings suggest that "job embeddedness negatively affects organizational performance." This contradicts studies where job embeddedness is positively associated with commitment and performance (e.g., Lee et al., 2014). Provide a theoretical explanation for this contradiction, perhaps focusing on forced retention versus voluntary retention.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The introduction lacks a discussion on why organizational justice was chosen as a mediator. Include theoretical justification, such as equity theory (Adams, 1965) or social exchange theory (Blau, 1964), to explain why justice perceptions influence performance.

The introduction states, "In today's competitive market, most organizations face significant challenges in retaining their valuable employees." However, the study focuses on the public sector (Ministry of Sports and Youth), where job security is generally higher than in private firms. Explain how the public-sector context shapes job embeddedness differently.

The study claims, "The face and content validity of the questionnaires were confirmed by the research supervisor." This is insufficient. Specify if an expert panel, confirmatory factor analysis (CFA), or pilot testing was conducted.

The mediation hypothesis was tested using the Sobel test. However, Hayes' PROCESS model or bootstrapping techniques are preferred for mediation analyses in PLS-SEM. Provide a rationale for the choice of the Sobel test and discuss whether indirect effects were significant using bootstrapping confidence intervals.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.