

# Identifying and Ranking Core Components of Organizational Wellness Systems Improving Productivity

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| E d i t o r                                                                                                                                                                                                                                                | R e v i e w e r s                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Seyed Hamid Atashpour <br>Associate Professor, Department of Psychology, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran<br>hamidatashpour@gmail.com | <b>Reviewer 1:</b> Parvaneh Mohammadkhani <br>Professor, Department of Clinical Psychology, University of Rehabilitation Sciences and Social Health, Tehran, Iran. Email: Pa.mohammadkhani@uswr.ac.ir<br><b>Reviewer 2:</b> Taher Tizdast <br>Assistant Professor, Department of Psychology, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran. Email: taher.tizdast@toniau.ac.ir |

## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The phrase “This growing recognition aligns with findings that workplace stress is not a single-domain problem but a composite of environmental stressors, digital demands...” restates ideas already mentioned earlier in the paragraph. Consider synthesizing to avoid repetition.

In paragraph 3 you write: “Human resource practices that enhance mental health ... reduce burnout, improve engagement, and elevate job satisfaction.” However, the link to productivity is implied but unstated. Explicitly clarify how these HR practices connect to productivity outcomes.

The sentence: “Collectively, these findings emphasize that organizational wellness is not merely an HR initiative but a strategic, multi-level governance system” is strong, but adding examples of such governance systems (e.g., integrated OHS–HRM models) would increase analytic depth.

The last paragraph repeats the phrase “organizational wellness systems” multiple times. Consider stylistic variation for readability, such as referring to “comprehensive wellness frameworks.”

In the Methods section, under “Study Design and Participants,” the sentence “A stratified sampling method was used to ensure representation across job levels” needs more detail: What strata? How many participants per stratum? How were strata defined?

The statement “Literature review continued until theoretical saturation was reached” is vague. Saturation is usually associated with interviews; specify whether saturation refers to thematic saturation in coding (NVivo) or saturation of new concepts in the literature.

In “Measures,” the sentence “The survey included Likert-scale items measuring perceived importance of each organizational wellness component” should specify the exact Likert range (e.g., 1–5), number of items per component, and whether items were adapted from validated instruments or newly developed.

In the paragraph discussing communication (last third of Discussion), the sentence “Although communication may be perceived as less critical...” contradicts earlier claims in the Introduction emphasizing communication as essential. Consider reconciling these positions.

Response: Revised and uploaded the manuscript.

## 1.2. Reviewer 2

Reviewer:

The paragraph beginning with “The role of digitalization and technology in workplace wellness is another emerging theme...” introduces digital mental health interventions but does not connect them back to the main focus: organizational wellness systems that enhance productivity. A final sentence drawing this connection would improve coherence.

The sentence “Occupational health and safety (OHS) systems have traditionally focused on hazard prevention...” could be strengthened by linking OHS more directly to the ranked findings later, as physical wellness ranked low relative to leadership and psychological wellness.

In the paragraph starting “The social dimension of wellness—particularly workplace violence, bullying, and discrimination—has also emerged...” the sudden shift from bullying to discrimination to psychological safety feels abrupt. Consider reorganizing subtopics under a clearer thematic structure.

Under “Data analysis,” the manuscript states that “Reliability analysis (Cronbach’s alpha) was conducted...” but the results are absent in the Findings section. Provide alpha coefficients for each component to support instrument credibility.

Table 1 provides themes, subthemes, and concepts; however, the narrative following Table 1 restates the subthemes descriptively without offering interpretive insight. The paragraph starting “The first core theme identified...” should offer synthesis, not repetition.

Although the manuscript includes “Figure 1,” there is no accompanying description or interpretation. Add a short paragraph explaining key visual patterns, such as steepness of rank differences or clustering of components.

The sentence “Leadership practices that prioritize employee wellbeing... reduce productivity losses...” quotes findings from “Ansari et al., 2023,” but this reference appears to focus on public health leadership pathways rather than productivity outcomes. Recheck accuracy and alignment.

Response: Revised and uploaded the manuscript.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.