

Review of: "Associations between transactional leadership and safety climate among 314 Pakistani nurses during COVID-19 pandemic: moderating roles of transformational leadership"

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Potential competing interests: No potential competing interests to declare.

Review Assessment

Thank you for the opportunity to review the manuscript entitled "Associations between transactional leadership and safety climate among 314 Pakistani nurses during COVID-19 pandemic: moderating roles of transformational leadership". The manuscript addressed an interesting subject, still I have some concerns that should be considered:

1. Although the author (s) use poll evidence to support the need of *stressors* in the introduction, it merely serves to support the research issue, with no evidence to support the significance or requirement of the research content. The rest of the section is unclear on the research's importance and significance. In addition, the author (s) emphasizes the importance and present state of the context of a developing country rather than the theories context.
2. Literature review part has reviewed a large number of extant literatures. However, it is necessary to summarize the research blanks or more clearly point out the relationship with your research, indicating that it is meaningful to choose these literatures to review. author (s) should clarify and justify why these are happened. Please consider the following references:
 - Naveed, R. T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A. K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge*, 7(2), 100178.
 - Hassan, M. S., Al Halbusi, H., Najem, A., Razali, A., Fattah, F. A. M. A., & Williams, K. A. (2021). Risk perception, self-efficacy, trust in government, and the moderating role of perceived social media content during the COVID-19 pandemic. *Changing Societies & Personalities*. 2021. Vol. 5. Iss. 1, 5(1), 9-35.
 - Uzir, M. U. H., Al Halbusi, H., Lim, R., Jerin, I., Hamid, A. B. A., Ramayah, T., & Haque, A. (2021). Applied Artificial Intelligence and user satisfaction: Smartwatch usage for healthcare in Bangladesh during COVID-19. *Technology in society*, 67, 101780.
 - Al Halbusi, H., Al-Sulaiti, K., Abbas, J., & Al-Sulaiti, I. (2022). Assessing factors influencing technology adoption for online purchasing amid COVID-19 in Qatar: moderating role of word of mouth. *Frontiers in Environmental Science*, 1039.

- Hassan, M. S., Al Halbusi, H., Razali, A., Ariffin, R. N. R., & Williams, K. A. (2022). The Swedish gamble: trust in the government and self-efficacy in the battle to combat COVID-19. *Current Psychology*, 1-16.
 - Al Halbusi, H., Soto-Acosta, P., & Popa, S. (2022). Entrepreneurial passion, role models and self-perceived creativity as antecedents of e-entrepreneurial intention in an emerging Asian economy: The moderating effect of social media. *Asia Pacific Journal of Management*, 1-32.
 - Alshallaqi, M., Al Halbusi, H., Abbas, M., & Alhaidan, H. (2022). Resistance to Digital Innovation in Low-Income Populations: The Case of University Student's Resistance to Using Digital Productivity Applications. *Frontiers in Psychology*, 5547.
 - van de Wetering, R., Doe, J., van den Heuvel, R., & Al Halbusi, H. (2022, September). The Impact of Improvisational and Dynamic Capabilities on Business Model Innovation During COVID-19: A Composite-Based Approach. In *The Role of Digital Technologies in Shaping the Post-Pandemic World: 21st IFIP WG 6.11 Conference on e-Business, e-Services and e-Society*
3. Ethical considerations should be addressed in the methods section as applicable.
 4. Further explanation about, the data collection section needs to address the data collection technique/s, how the data were collected, what methods and mechanisms were used to obtain the data, how was the sample selected, how representative the sample is if it is. Why 486 interviewees not more or less the author (s) should justify that!
 5. Importantly, how did the author (s) treat the CMV? Before and after the data collection procedures.
 6. In the part of discussion and conclusion, the author (s) spent a lot of time sorting out the research findings and practical implications. The description of the part of theoretical implications is more like the research conclusions. I do not find the theoretical contribution of the research to the existing research field. I think it is necessary for the author (s) to add and highlight the theoretical implications, and the discussion of the results should be as simple and clear as possible.
 7. Please also make sure to articulate your contribution (or how your paper advances knowledge in this field) both in the Introduction and in the Conclusion and the novelty of your paper and implications for future research. Kindly also make sure to highlight the practical implications of your research from the perspective of organizations and managers, as well as policymakers in more depth.

Good luck!