

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.

Thanks for giving me a chance of reviewing this article. The author explored the safety climate among nurses in COVID-19 pandemic. I applaud this effort to collect data, as such data is hard to get during the pandemic situation. I am glad to read this paper and hope the author find my comments to be helpful. I have some concerns about the current form of the manuscript (the moderation variable, the application of theory and English writing). Good luck in this line of research!

1. The paper should be carefully rewritten to improve the flow and the English language. Please use the -s ending for regular verbs in the present tense. Please note, that in English, in Present Simple, the verb changes in third person singular (he, she, it, a thing), where it gets the suffix -s (-es). For example, in the last sentence of the *Control variables* subsection's paragraph, the word "studies" is a third person plural subject, so the predicate of the subject does not get an -s, therefore, the verb "indicates" should be used as "indicate" here. Also, please, use "may influence" instead of "possible influence", to use the correct word according to the grammar rules in the same sentence. Next, in the *Hypothesis 4*, please, use the verb "moderate" in the Present Simple Tense. Further, in the *Literature review and hypotheses development* section, in order to improve the flow, it is suggested to change the first sentence in the first paragraph to "A cross-sectional study shows that multiple relationships have been identified between nurse managers' work activities, nurses' job satisfaction, and medication errors". The second sentence could begin as "Another cross-sectional study". Furthermore, in the *Introduction* part, the first sentence in the second paragraph "A large body of research reports support between leaders and followers can improve safety culture" is not clear. Do you mean "A large body of research reports that supporting /maintaining relationships between leaders and followers can improve safety culture"? Please, kindly adjust the sentence more clearly to match its main idea.
2. Please, specify in the article which moderating variables you studied? It is suggested to itemize, which variable was studied in which role, so that readers better understand the relationship between the studied variables. According to the *Hypothetical diagram* (Figure 1), TFL is examined as the moderating variable in the TSL-EWB and EWB-SC relationships. However, according to the *Hypothesis 4*, TSL is a moderator too. In addition to this, in the *Contribution of the Paper* section it is mentioned that TSL "also plays the same role in the well-being and safety climate just like TFL", so, TSL also plays moderating role like TFL? If this study only considers TFL as a moderator, please, reconsider the context related to moderation throughout the whole article. For example, in the Conclusion part of the *Abstract*, it is written "This study identifies moderating mechanism of transformational leadership on the association" "between

transactional leadership and safety climate". Instead, it can be changed to "between employee well-being and safety climate", as there is no any moderation studied in the EWB—SC link. Next, in the sixth paragraph of the *Literature review and hypotheses development* section, it is written "TFL style can mediate...". If TFL was studied only as a moderator, but not a mediator, it could be corrected to "TFL style can moderate...". Further, in the tenth sentence of the first paragraph of the *Moderating analyses* section, "Hypothesis 4 predicts TSL moderates...", please correct this phrase, if there is a word spelling error, by changing TSL to TFL (if TSL is not studied as a moderator). Also, please, check the accuracy of writing the title of *Figure 3* and the descriptive information below the title.

3. Regarding the examination of the effects of moderation, please, justify the reason for studying the moderation variable. For example, it could be explained like "Frazier et al. (2004) noted that studying a moderator allows one to better understand the conditions in which a variable most strongly impacts an outcome variable. According to this, the study posits that TFL of supervisors/managers can explain how TSL can increase nurse EWB, as well as how EWB leads to SC".
4. The two relevant theories are mentioned in the last part of *Introduction*. Please open up an idea of how the theory (if only one theory was used in the study) explains the hypothesized relationships. For example, for the Social Learning Theory, after the sentence "According to social learning theory, nurses observe and mimic the behaviors of nurse leaders" it is suggested to add "and act similarly at workplace. This process encourages employee psychological states, such as confidence in knowledge and thus well-being, and, in turn, enables an employee to ensure the highest levels of safety at work. This is because, according to this theory (Bandura, 1977), supervisor's motivation and support at work will increase confidence of workers to behave as expected through the 4 ways: vicarious experience (e.g., successful behavior of a role model such as information sharing from an experienced manager), verbal persuasion (e.g, feedback from a leader), emotional arousal (e.g., stress reduces), mastery experience (e.g., own work success), as it was mentioned in the study by Usmanova and colleagues (2021). Hence, nurses at work learn by observing their supervisors, whereupon, develop their well-being and enhance an important work outcome (safety climate)."

References

- Bandura, A. and Walters, R.H., 1977. Social learning theory, Vol. 1. Englewood Cliffs, NJ: Prentice-hall.
- Frazier, P.A., Tix, A.P. and Barron, K.E., 2004. Testing moderator and mediator effects in counseling psychology research. *Journal of Counseling Psychology*, Vol. 51 No. 1, pp. 115-134.
- Usmanova, N., Yang, J., Sumarlah, E., Khan, S.U. and Khan, S.Z., 2021. Impact of knowledge sharing on job satisfaction and innovative work behavior: the moderating role of motivating language, *VINE Journal of Information and Knowledge Management Systems*, Vol. 51 No. 3, pp. 515-532. <https://doi.org/10.1108/VJIKMS-11-2019-0177>