

Review of: "The Mediating Role of Islamic Work Ethics in the Effect of Psychological Capital on Organizational Citizenship Behavior"

Tao Yi¹

¹ School of Economics and Management, University of the Chinese Academy of Sciences (UCAS), Beijing, China

Potential competing interests: No potential competing interests to declare.

Thank you for the invitation to review this paper. This study investigates the mediating role of Islamic Work Ethics in the relationship between Psychological Capital and Organizational Citizenship Behavior using a cross-sectional dataset of 81 samples, which holds certain theoretical significance. However, I still have some concerns regarding the paper, as outlined below:

Regarding the **Introduction**, I find the content somewhat disorganized, especially in the opening sentences, which are weakly connected to the main focus of the research. For instance, phrases such as "Many organizations prioritize the reduction of their overall expenses and workforce through business process redesign to improve efficiency and reduce costs. However, the development of innovative and inventive methods is essential for the acquisition of sustainable competitive advantages, as they are restricted by the constraints of cost reduction and staff reduction" seem disconnected from the central themes of Islamic Work Ethics, Psychological Capital, and Organizational Citizenship Behavior. I suggest the authors focus on a specific entry point, such as Organizational Citizenship Behavior, to emphasize its importance for organizational development and to highlight the progress in existing research.

Additionally, the introduction should be divided into paragraphs for clarity, as currently, it is a long block of text. For example, "This process necessitates organizational innovation. Organizational innovation has been significantly influenced by the transition of organizational assets from traditional to modern forms in recent years. Psychological capital is a modern asset in this context[6]." should be broken into clearer segments.

For the **Material and Methods**, 81 samples seem insufficient, especially given that there are 47 items in the questionnaire. This sample size appears more akin to a pilot study. I recommend using a sample size that is 10-15 times the number of items in the questionnaire.

Additionally, the Composite Reliability calculations for Psychological Capital and Islamic Work Ethics should be double-checked.

For the **Results**, I suggest following the structure used in well-regarded journals in the OB field for reporting structural equation models. There is no need to discuss the Z-value, R-square, and other commonly accepted details; focus on presenting the authors' key findings instead.

Moreover, it would be beneficial to include control variables in the structural equation model.

Regarding the **Discussion**, attention should be paid to the writing conventions. For example, “Lee et al. conducted a 2018 cross-sectional study in Pakistan that discovered psychological capital is positively and significantly related to Islamic work ethics[4]” should be corrected to avoid errors in referencing and citation style.

The discussion section should also summarize commonalities and shortcomings in previous studies. However, this should not just be a mere listing of past findings. Currently, the paper simply mentions how the authors' findings align with previous research, which diminishes the paper's theoretical contribution and innovation.

Lastly, the paper should include a section on “Theoretical Foundations and Hypotheses” as well as a section on “Limitations and Future Directions.”