





# The Effect of Organizational Well-Being on Organizational Flourishing among Employees of Selected Martial Arts Federations: The Mediating Role of Psychological Flexibility

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E d i t o r	R e v i e w e r s
Khaliquzzaman Khan <sup>id</sup> Associate Professor, School of Business Administration, Al Dar University College, United Arab Emirates kaliquzzaman.khan@aue.ae	<b>Reviewer 1:</b> Manijeh Haghighinasab <sup>id</sup> Assistant Professor, Department of Management, Alzahra University, Tehran, Iran Email: haghighinasab@srbiau.ac.ir <b>Reviewer 2:</b> Abbas Monavarian <sup>id</sup> Professor, Management Department, Tehran University, Tehran, Iran. Email: amonavar@ut.ac.ir

## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The authors state that “organizational flourishing extends beyond operational efficiency and financial success”. Please include a concise conceptual model or framework diagram in this section to visually clarify the relationship among flourishing dimensions before moving into empirical analysis.

The claim “psychological flexibility is increasingly recognized as a strategic psychological resource” would benefit from stronger theoretical anchoring. Consider integrating Acceptance and Commitment Theory more explicitly as the theoretical origin of psychological flexibility.

The research gap is clearly stated; however, the authors should explicitly differentiate their model from prior sport management models cited (e.g., Parvin et al., Esmailnasab & Miryoosefi) to strengthen originality.

The sampling procedure mentions “proportionate stratified random sampling” but does not describe strata composition. Please specify the exact strata used (e.g., federation type, gender, role, department).

The discussion strongly aligns findings with Parvin et al. and Bani Hassan et al.; however, conflicting or null findings from prior literature should also be acknowledged to avoid confirmation bias.

The authors mention cultural humility and ethics. Consider adding a brief paragraph explaining how Iranian cultural values shape organizational well-being and flexibility in sport federations.

The first paragraph of the conclusion introduces new literature (Taqavi Deilami Pour & Pali). New references should not be introduced in the conclusion. Move this content to the discussion section.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

For the Organizational Flourishing Questionnaire (Spidey, 2007), please justify its cultural validity for Iranian sport federations or cite previous Persian validation studies.

While Cronbach’s alpha values are reported, composite reliability (CR) and average variance extracted (AVE) are absent. These indices are necessary for SEM measurement model evaluation.

The demographic table would be more informative if organizational role (manager, staff, coach, administrator) were included, as role may influence well-being and flexibility.

The authors should interpret the descriptive means by referencing scale ranges. For example, is 157.56 high, moderate, or low organizational well-being?

The Kolmogorov–Smirnov test is reported, yet PLS-SEM does not require normality. Please explain why normality testing was necessary for your analytic strategy.

In the sentence “organizational well-being explained 21.16% of the variance in organizational flourishing”, include Cohen’s effect size ( $f^2$ ) to indicate practical significance.

The authors state that the mediation is “partial”; however, the direct effect after mediation ( $c' = 0.035$ ) appears very small. Please statistically justify whether this constitutes partial or full mediation using established criteria.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.