






The Impact of Job Flexibility, Workload, and Self-Efficacy on Work–Life Balance: The Mediating Role of Technology Effectiveness and Organizational Support, and the Moderating Role of Leadership Style among Remote Knowledge Workers

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E d i t o r	R e v i e w e r s
Anela Hasanagic  Full Professor, Department of Psychology, Faculty of Islamic Education, University of Zenica, Bosnia and Herzegovina anela.hasanagic@unze.ba	Reviewer 1: Sara Nejatifar  Department of Psychology and Education of People with Special Needs, Faculty of Educational Sciences and Psychology, University of Isfahan, Isfahan, Iran. Email: s.nejatifar@edu.ui.ac.ir Reviewer 2: Kamdin. Parsakia  Department of Psychology and Counseling, KMAN Research Institute, Richmond Hill, Ontario, Canada. Email: kamdinarsakia@kmanresce.ca

1. Round 1

1.1. Reviewer 1

Reviewer:

In the Measures section describing the “Organizational Flexibility Questionnaire developed by Chan et al. (2017),” add psychometric evidence (e.g., Cronbach’s α from the current study) and explain why this instrument is appropriate for remote knowledge workers rather than traditional office settings.

In Table 3, the mediating relationships (e.g., “Job Flexibility \rightarrow IT Effectiveness \rightarrow Work–Life Balance”) report β and p-values but omit T-values for some paths (e.g., mediation of job flexibility). Ensure complete reporting for all hypotheses to maintain transparency.

In the Model Fit paragraph (Table 6), the SRMR and NFI are discussed but not compared with other recommended indices (e.g., χ^2/df , RMSEA for SEM-like standards). Justify using SRMR and NFI alone and whether thresholds from PLS-SEM literature were followed.

In the Discussion section referencing “Iranian startups and overtime culture,” include more empirical support for the claim that Iranian teleworking is associated with infrastructure gaps. This would strengthen the contextual contribution.

In the Limitations paragraph, discuss potential common method bias more thoroughly. Although self-report is mentioned, consider whether procedural remedies (e.g., time separation, marker variables) were applied to mitigate bias.

In the Future Studies paragraph, the suggestions are strong but could explicitly call for longitudinal mediation analysis to test resource gain cycles over time. This would align well with COR theory's dynamic nature.

In the Practical Implications paragraph, suggestions for leadership development are broad. Specify what training components (e.g., digital boundary-setting, empathic communication) would address the identified challenges.

Throughout the manuscript, demographic differences (e.g., gender, marital status, caregiving) were collected but not analyzed. Consider reporting exploratory moderation or control analyses to see if WLB predictors vary by these variables.

Response: Revised and uploaded the manuscript.

1.2. Reviewer 2

Reviewer:

In Measures, the "Self-Efficacy Scale developed and validated by Morris (2001)" is described, but no reference is provided for cultural adaptation or translation. Clarify whether a validated Persian version was used or if translation/back-translation was conducted.

In Findings and Results and Table 2, the use of the Kolmogorov–Smirnov test is mentioned. Provide justification for using this test with relatively small subgroups and clarify if Shapiro–Wilk or multivariate normality checks were also considered for PLS path modeling.

In the Discussion first paragraph, the link between findings and the Conservation of Resources (COR) theory is briefly mentioned. Expand on how COR explains the combined mediating role of organizational support and technology effectiveness and why this dual mediation is novel.

In the Discussion paragraph beginning "Nevertheless, our findings also support the nuanced view that flexibility alone does not guarantee improved WLB," elaborate on "smart flexibility." Consider integrating the role of cultural norms in Iran and technology maturity as potential moderators.

In the Discussion paragraph discussing "technology effectiveness mediates the flexibility–WLB link," define "technology effectiveness" more clearly. Explain which dimensions (ease of use, responsiveness, boundary control) were measured and how they practically mitigate overload.

In the Discussion section discussing "organizational support also played a key mediating role," clarify the types of support (emotional, instrumental, career development). Distinguish which forms were most salient to WLB in remote work contexts.

In the Discussion paragraph "A notable contribution of this study is the evidence that leadership style moderates the overall WLB model," expand on what types of leadership (servant, empowering, transformational) were most effective. Current wording is general and could be operationalized.

Response: Revised and uploaded the manuscript.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.