



REVIEWER REPORT

Manuscript Title:	Conveying Outcome of School Culture in Relation to Job Commitment and Satisfaction of Teachers in Public Elementary Schools
Type of Article:	Original Article

FIRST ROUND

EDITOR

Comments and Recommendations

This is a standard correlational study using self-report surveys. The results (high correlations among culture, commitment, and satisfaction) are predictable and lack mechanistic novelty. The reported Cronbach's alpha (0.98) is suspiciously high, suggesting item redundancy or lack of discriminant validity. The cross-sectional mediation analysis cannot establish the causal direction claimed.

REVIEWER 1

Specific Comments and Recommendations

Provide exact p-values (not just $<.05$) and confidence intervals for all mediation effects.

Reporting "Very High" as a result is descriptive; provide standard deviations and effect sizes to give context.

The distinction between "commitment to school" and "affiliative collegiality" needs clarification to avoid construct overlap.

General Comments and Recommendations

The cross-sectional design invalidates the causal language used in the mediation analysis (e.g., "commitment predicts satisfaction"). The authors must rephrase all causal claims to associative ones or provide longitudinal data. The directionality (Commitment \rightarrow Culture \rightarrow Satisfaction) is theoretically contested; one could equally argue that Satisfaction drives Commitment. This bidirectional possibility must be addressed.

Please indicate your recommendation by checking the appropriate box below.

<u>Decision</u>	
<input type="checkbox"/>	Accept the manuscript for publication.
<input type="checkbox"/>	Reconsider the manuscript after the authors have satisfactorily addressed and complied with the reviewers' comments and recommendations.



	The manuscript, in its current form, is not acceptable for publication and requires substantial revision.
	Reject the manuscript, as it is not suitable for publication.

REVIEWER 2

<u>Specific Comments and Recommendations</u>	
	The sample size (N=205) is adequate for correlation but borderline for stable mediation modeling; provide power analysis.
	Define the specific "school culture" framework used. Is it Schein's?

<u>General Comments and Recommendations</u>	
	Common Method Variance (CMV) is a major threat given that a single respondent provided data for predictor, mediator, and outcome variables. The authors should perform statistical checks (e.g., Harman's single factor test) and discuss the likelihood that the high correlations ($r > 0.7$) result from response bias rather than true structural relationships. The reliability coefficients (Cronbach's alpha ~ 0.98) are excessively high, indicating that the subscales may not be distinct or that the items are tautological. The authors should provide a factor analysis (EFA or CFA) to demonstrate the discriminant validity of the three main constructs.

Please indicate your recommendation by checking the appropriate box below.

<u>Decision</u>	
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SECOND ROUND

<u>Decision</u>	<u>Editor</u>	<u>Reviewer 1</u>	<u>Reviewer 2</u>
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Reconsider the manuscript after the authors have satisfactorily addressed and complied with the reviewers' comments and recommendations.			
The manuscript, in its current form, is not acceptable for publication and requires substantial revision.			
Reject the manuscript, as it is not suitable for publication.			