

Analisis Perilaku Kerja dan Adaptasi Kerja melalui Kepuasan Kerja terhadap Produktivitas

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Judul Artikel

Analisis Perilaku Kerja dan Adaptasi Kerja melalui Kepuasan Kerja terhadap Produktivitas

Analysis of Work Behavior and Work Adaptation through Job Satisfaction on Productivity

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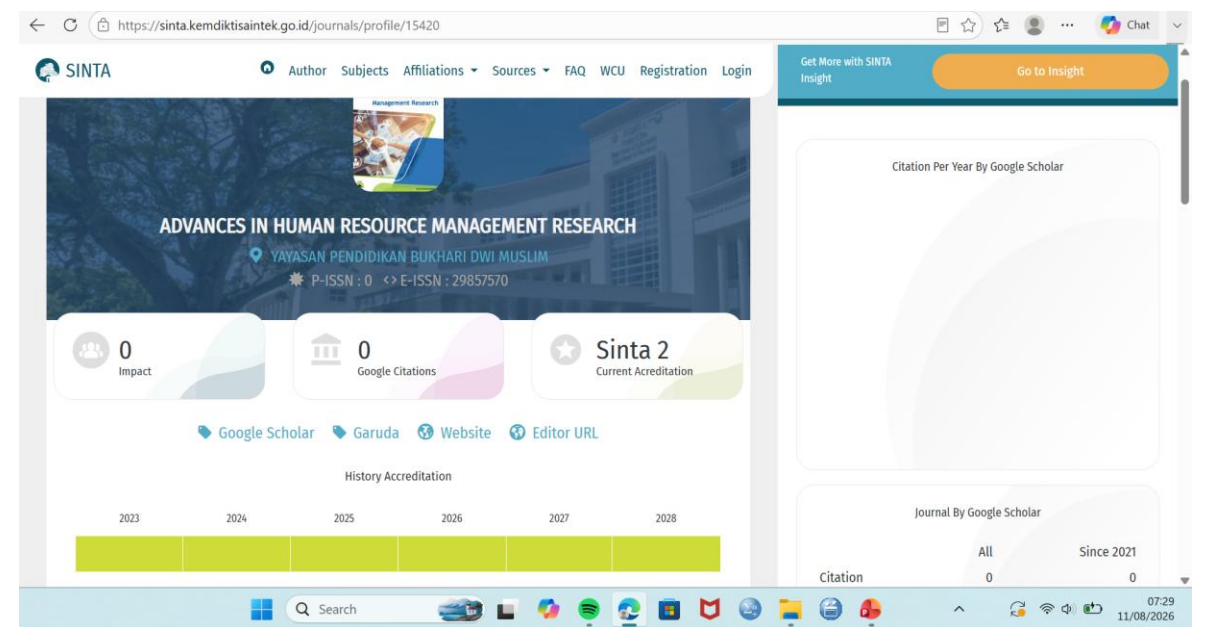
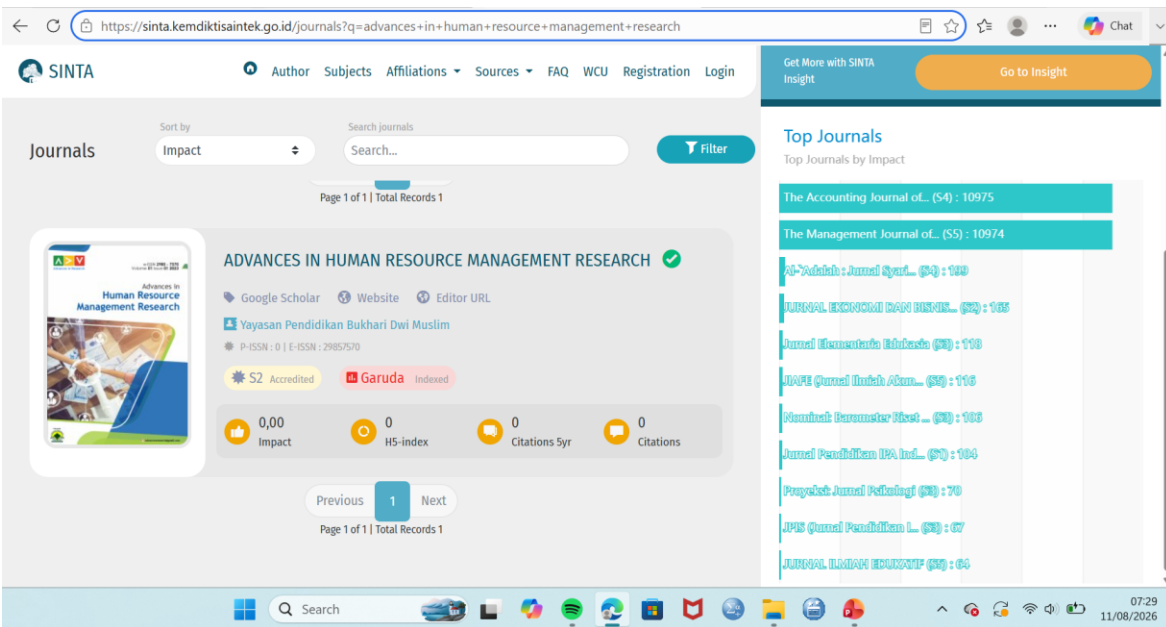
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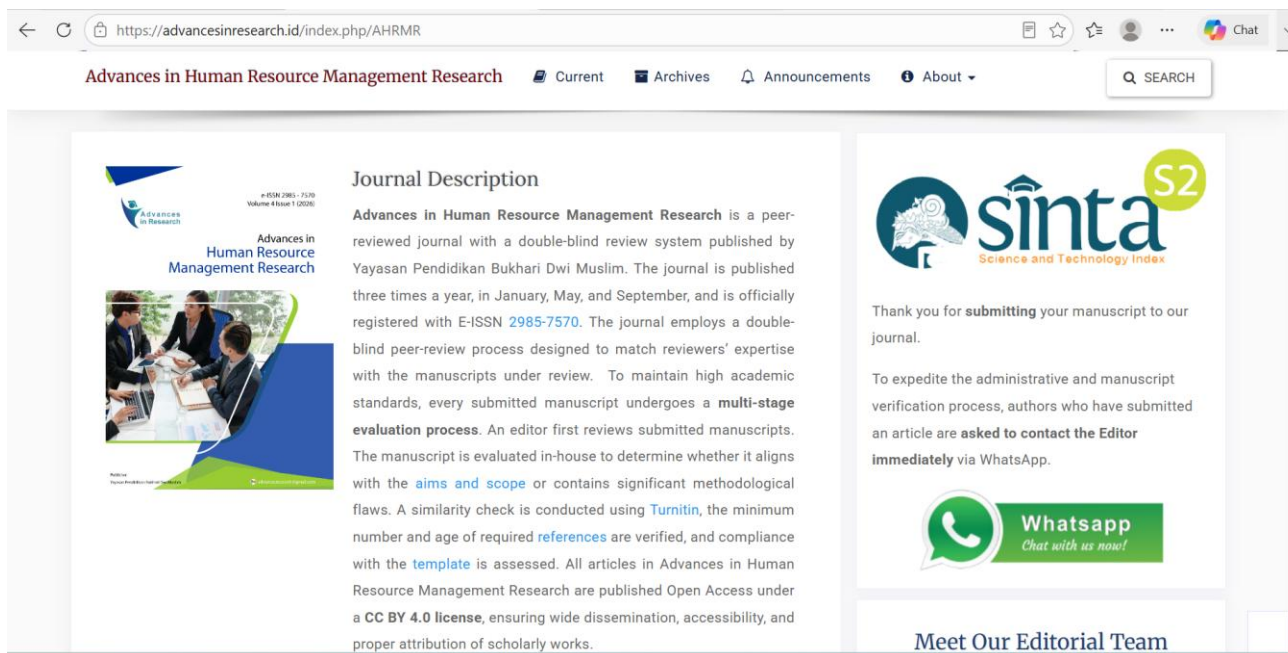
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Perbaiki sesuai saran Reviewer

Reviewer A:

1. Expand the structural model assessment

The structural model evaluation is incomplete. Current PLS-SEM reporting should include additional model evaluation criteria beyond path coefficients and R^2 , including:

- Predictive relevance (Q^2),
- PLSpredict (out-of-sample prediction),
- Standardized Root Mean Square Residual (SRMR),
- Confidence intervals for bootstrapped estimates,
- Assessment of predictive performance.

Including these analyses would substantially improve methodological transparency.

2. Strengthen the discussion by moving beyond confirmation of hypotheses

The discussion primarily restates the statistical findings and repeats JD-R theory without providing deeper interpretation. The authors should explain:

- Why work behavior demonstrates stronger effects than adaptability (if applicable).
- Why job satisfaction only partially mediates the relationships.
- What alternative psychological or organizational mechanisms may explain the remaining direct effects.
- How the findings compare with contradictory evidence reported in prior studies.

A stronger discussion should focus on theoretical interpretation rather than merely confirming hypotheses.

3. Improve the quality and credibility of the literature review and references

A considerable proportion of cited references consists of recent local journals with limited international visibility, while several references appear duplicated (e.g., Chen et al., Fernanda & Larassaty, Lestari, Halawa & Yokanan, Purnamasari et al.). Moreover, some citations are incomplete or listed as "(n.d.)". The literature review would benefit from incorporating more high-impact international studies published in leading HRM and organizational behavior journals (e.g., *Human Resource Management*, *Journal of Organizational Behavior*, *Personnel Psychology*, *Human Relations*, *Journal of Vocational Behavior*). This would strengthen the theoretical foundation and improve the manuscript's international relevance.

Recommendation: Revisions Required

Reviewer B:

1. Strengthen the theoretical contribution and clarify the research gap

The manuscript currently presents a relatively weak theoretical contribution. Although the authors claim to integrate work behavior, work adaptability, job satisfaction, and productivity, these relationships have been extensively examined in previous human resource management studies. The introduction mainly identifies an empirical gap (cargo-handling industry) rather than a theoretical gap. The authors should clearly explain:

- What theoretical inconsistency or unresolved issue exists in previous literature.
- Why the Job Demands-Resources (JD-R) theory provides a novel explanation beyond prior studies.
- What new theoretical insight this study contributes instead of merely testing established relationships in a different context.

2. Provide stronger justification for the research context

The manuscript argues that cargo-handling employees represent an underexplored setting, yet the rationale remains descriptive. The authors should explain why findings from office employees or manufacturing workers cannot be generalized to cargo-handling workers. More discussion is needed regarding the unique characteristics of cargo operations (physical workload, safety requirements, teamwork, dynamic operational changes) and how these characteristics influence the proposed theoretical relationships.

3. Improve methodological rigor and address potential common method bias

All variables were collected from the same respondents using a single questionnaire at one point in time. This raises concerns regarding common method variance (CMV). The manuscript does not report any procedural or statistical remedies, such as:

- Harman's single-factor test,
- Full collinearity VIF,
- Marker variable approach,
- Common latent factor assessment.

Without addressing CMV, the validity of the estimated relationships remains questionable.

4. Re-evaluate the measurement model and exceptionally high explanatory power

The reported R^2 values for Job Satisfaction (0.983) and Employee Productivity (0.979) are extraordinarily high for behavioral research. Such values are rarely observed in organizational studies and may indicate multicollinearity, overlapping constructs, or measurement redundancy. The authors should:

- Report discriminant validity more comprehensively (HTMT values).
- Present VIF values for all predictors.
- Discuss why the model explains almost all variance.
- Explain whether conceptual overlap exists among the constructs.

Recommendation: Revisions Required

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