



REVIEWER'S REPORT

Manuscript No.: **IJAR-57794**

Title: Organizational Justice and Energy Dynamics: How Leadership Shapes Energy Intensity and Quality.

Recommendation:

- Accept as it is
- ✓ Accept after minor revision**
- Accept after major revision
- Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality			✓	
Techn. Quality			✓	
Clarity			✓	
Significance			✓	

Reviewer's ID: JPR- 102

Detailed Reviewer's Report

This paper addresses an important and relevant topic by integrating organizational justice, leadership and organizational energy into a comprehensive conceptual framework. The manuscript is well organized, theoretically grounded and offers useful insights into how different justice dimensions influence energy intensity and quality within organizations. The proposed model and research propositions provide a strong foundation for future research and practical application. As a minor revision, I recommend that the authors shorten and streamline some of the more detailed sections to improve readability and enhance the overall flow of the manuscript.

Recommended after minor revisions.