
[JLO] Editor Decision

1 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

16 Mei 2024 pukul 12.04

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Dear Bernardus Aris Ferdinan,

We have reached a decision regarding your submission to Journal of Leadership in Organizations, "Job Stress and Employee Engagement: Role of Job Crafting and Role of Empathic Leadership in Millennial Workers".

Our decision is: Revisions Required

C. Budi Santoso, Ph.D.

Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

jlo.feb@ugm.ac.id

Reviewer A:

1. Suggestions or comments for title, abstract, and keywords:

Researchers need to explain in more detail the methods used in research. In the findings section, convey the research results and the meaning of the research results, not just include the model test results.

2. Suggestions or comments for introduction part or in problem formulation in particular:

1. clearly articulate the research questions at the end of the introduction to guide the reader through the entire document to ensure that the scope of the research is well defined and directly link the introduction to the research objectives.

2. While the introduction includes an explanation of the impact of the COVID-19 pandemic, consider integrating more specific examples of how these changes directly impact millennial workers' job stress and engagement levels. This may include statistical data or research to support the argument, reinforcing the urgency and relevance of the research.

3. The researcher states that the novelty of this research is in integrating job creation and empathetic leadership, in this case the researcher needs to provide a clearer explanation regarding the differences between this approach and existing research. Researchers need to provide details of what new insights are expected from this research in order to be able to provide a strong rationale.

3. Suggestions or comments for Literature Review; Theories and Hypothesis Development:

Researchers need to add to their literature review the position of their research regarding previous studies.

4. Suggestions or comments for Research Methodology:

Researchers need to add details of their research methods, such as sample, population, sample selection techniques, variables, indicators, analysis carried out.

5. Suggestions or comments for research findings:

Clearly present each finding in a structured format. Contains a detailed explanation of how each finding was obtained. For example, explain the statistical methods and metrics used, and discuss the level of significance of your findings to determine their reliability and validity.

Discuss each finding in the context of existing literature. This involves

comparing your research results with previous research, highlighting similarities and differences, and discussing possible reasons for the differences. Such comparisons can provide deeper insight and reinforce the importance of your findings.

Emphasize any findings that conflict with existing theory or common practice, as these can be very interesting and valuable for advancing the field.

6. Suggestions or comments for references:

update your literature review to include recent research, especially research published in the last 3-5 years. Prioritize high-impact journal articles, which are often considered more authoritative and reliable. These sources can strengthen the credibility of your research. Pay attention to the writing of references, there is a style of writing references that is not quite right

7. Suggestions or comments for Article's Presentation and Systematic Order such as the framework and The flow of article presentation, Readability, Grammar, and Writing style::

Conduct a thorough proofreading session with a focus on grammar, punctuation, and spelling. Pay special attention to general issues such as comma use, subject-verb agreement, and proper use of technical terms.

8. Overall Evaluation

PLEASE GIVE THE OVERALL RECOMMENDATIONS

:

Minor Revision

Reviewer B:

1. Suggestions or comments for title, abstract, and keywords:

The title of the manuscript, "Job Stress and Employee Engagement: Role of Job Crafting and Role of Empathic Leadership in Millennial Workers," is somewhat confusing as it does not effectively convey the role of empathic leadership as a moderation variable. It is essential for the title to accurately reflect the primary focus of the study, including the role of moderation in the proposed research model.

2. Suggestions or comments for introduction part or in problem formulation in particular:

The manuscript demonstrates commendable efforts in problem recognition and identification, highlighting the significance of the research topic. However, there are concerns regarding the clarity and appropriateness of the research questions.

3. Suggestions or comments for Literature Review; Theories and Hypothesis Development:

The manuscript presents a detailed exploration of the hypotheses related to the research model. However, there are concerns regarding the clarity and consistency in presenting these hypotheses.

The hypotheses are articulated in a confusing manner, with only hypotheses 3, 5, and 6 explicitly stated. Hypotheses 1, 2, and 4 are missing from the manuscript.

Furthermore, there is duplication of hypothesis 3, which appears both on page 7 and page 8 of the manuscript. This redundancy should be addressed to avoid confusion for the readers.

4. Suggestions or comments for Research Methodology:

The methodology section lacks detail regarding the incorporation of path analysis which adds a valuable analytical approach to understanding the

effects between the variables under investigation. Path analysis allows for a comprehensive examination of direct and indirect effects within the proposed research model.

5. Suggestions or comments for research findings:

The results are well-presented, but the discussion lacks depth in interpreting the findings in relation to existing literature. It would be beneficial to include a more thorough analysis of the implications of the results and their contribution to the field.

6. Suggestions or comments for references:

My review did not extensively delve into the aspects related to the coverage, recency, and accuracy of references in the manuscript. Therefore, I cannot provide detailed feedback on these specific points.

7. Suggestions or comments for Article's Presentation and Systematic Order such as the framework and The flow of article presentation, Readability, Grammar, and Writing style::

The manuscript presents an intriguing analysis utilizing path analysis and introducing a moderation variable, which adds depth to the study's methodology and findings. Overall, the study is well-structured and the methodology appears sound. However, there are several areas that require clarification and improvement before it can be considered for publication.

The conclusion section of the manuscript is lacking in substance and clarity. It is essential for the conclusion to succinctly address the research questions and provide clear answers, as well as implications for theory and practice.

The conclusion section does not effectively summarize the key findings of the study or provide insights into their implications for theory and practice. It is crucial for the conclusion to explicitly address the research questions and offer clear answers based on the study's findings. Additionally, the conclusion should highlight the significance of the findings in advancing the understanding of the research topic and suggest potential avenues for future research based on the study's limitations and unanswered questions.

8. Overall Evaluation

PLEASE GIVE THE OVERALL RECOMMENDATIONS

:

Minor Revision

Journal of Leadership in Organizations
<https://jurnal.ugm.ac.id/leadership>



93090-350692-1-RV.docx

17K

[JLO] Editor Decision

2 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

19 Juni 2024 pukul 10.39

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Bernardus Aris Ferdinan:

We have reached a decision regarding your submission to Journal of Leadership in Organizations, "Job Stress and Employee Engagement: Role of Job Crafting and Role of Empathic Leadership in Millennial Workers".

Our decision is: Revisions Required

C. Budi Santoso, Ph.D.

Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

jlo.feb@ugm.ac.id

Reviewer A:

1. Suggestions or comments for title, abstract, and keywords:

The title, abstract, and keywords are well-written and informative and communicate the main aspects of the research effectively. The abstract provides a comprehensive summary of the research, making it easier for readers to understand the research aims, methods, findings, and implications.

2. Suggestions or comments for introduction part or in problem formulation in particular:

Provide more context regarding the impact of the COVID-19 pandemic on millennial workers in Indonesia:

- Include specific statistics or survey results highlighting the challenges Indonesian millennial workers face during the pandemic, such as increased work stress, reduced work engagement, or job insecurity.
- Discuss how this pandemic has impacted various industries or sectors in Indonesia and how millennial workers in these sectors have been affected.
- Use relevant examples to illustrate the real experiences of millennial workers in Indonesia during the pandemic, making the problems more relevant and interesting.

Expanding the discussion of the complexity of the problem:

Briefly mention other factors that can influence the relationship between job stress and employee engagement, such as:

- Discuss how the level of support an organization provides (e.g. resources, communications, and employee assistance programs) can impact how millennial workers cope with work stress and maintain engagement.
- Personal resilience: Explain how individual differences in resilience and coping strategies may influence how millennial workers respond to job stress and maintain engagement.
- Work-life balance: Highlight how the blurring of boundaries between work and personal life during the pandemic may have exacerbated work stress and affected employee engagement among millennial workers.

Clearly state the research gap and unique contribution of this research:

- Identify specific gaps in the existing literature, such as the lack of research on the combined effects of job creation and empathetic leadership on the relationship between job stress and employee engagement among millennial workers in Indonesia.
- Explain how this research aims to address this gap and contribute to

advancing knowledge in human resource management.

Emphasize the practical implications of this research, such as how the findings can help organizational leaders develop targeted strategies to support millennial workers during times of crisis and change.

3. Suggestions or comments for Literature Review; Theories and Hypothesis Development:

The authors have concisely explained the research methodology used in their study. They have clearly stated that they employed a purposive sampling technique to select 304 non-managerial millennial workers in Surabaya City, Indonesia. The authors have also specified the data collection process, which involved distributing a structured questionnaire to the selected workforce.

However, the author's reasons for choosing this particular methodology are not well articulated. While they mention that the sample size is sufficient based on guidelines for structural equation modeling (SEM), they do not provide a clear justification for why SEM is the most appropriate technique for their research objectives. Additionally, the authors do not discuss the potential limitations or biases associated with their chosen sampling and data collection methods.

The research design involves a structured questionnaire, but the authors do not provide sufficient details about its development and validation. It is unclear whether the questionnaire was pilot-tested or assessed for reliability and validity prior to the main study. The authors also do not discuss how they ensured the quality and accuracy of the data collected through the questionnaire.

The sample design is described as purposive sampling, but the authors do not clearly explain why this non-probability sampling technique was chosen over other sampling methods. While the authors mention that the sample size of 304 is sufficient based on SEM guidelines, they do not discuss how this sample size was determined or whether it is representative of the target population of millennial workers in Surabaya City.

The data collection process is described as involving the distribution of a structured questionnaire to the selected workforce. However, the authors do not provide details about how the questionnaire was administered (e.g., online or in-person), how long the data collection period lasted, or what measures were taken to ensure a high response rate and minimize non-response bias.

The authors state that they used structural equation modeling (SEM) with AMOS software to analyze their data. While SEM is a relevant and state-of-the-art technique for testing complex relationships among multiple variables, the authors do not provide sufficient details about their analysis procedures. It is unclear how they assessed the validity and reliability of their measurement model, evaluated the goodness-of-fit of their structural model, or tested for potential moderating and mediating effects.

4. Suggestions or comments for Research Methodology:

The literature review in this manuscript attempts to cover the key concepts related to the study, such as job stress, job crafting, employee engagement, and empathic leadership. However, the depth and clarity of the explanations for these concepts are lacking. The authors should provide more detailed and precise definitions of each construct, supported by seminal works and recent literature, to ensure a solid conceptual foundation for the study.

While the Job Demand-Job Resources (JD-R) theory is identified as the guiding framework, the authors do not adequately explain how it relates to their study's specific variables and hypotheses. The link between the JD-R theory and the proposed relationships is weak and requires more explicit elaboration. The authors should clearly demonstrate how the JD-R theory

supports the expected relationships and the inclusion of job crafting and empathic leadership in their model.

The authors claim to address inconsistencies in previous findings regarding the relationship between job stress and employee engagement. However, they fail to systematically and critically analyze these inconsistencies. The discussion of previous studies is superficial and lacks specific examples of the conflicting findings. The authors should conduct a more thorough review of the literature, identifying the key studies that have found positive, negative, or no significant relationships and critically evaluating the methodological and contextual factors that may have contributed to these inconsistencies.

The hypotheses are stated, but their development lacks a strong rationale and theoretical justification. The authors should feel the need to adequately explain why they expect job crafting to mediate the relationship between job stress and employee engagement, or why empathic leadership is expected to moderate these relationships. The arguments for the proposed relationships are weak and not well-supported by the literature review. The authors should provide a more compelling and evidence-based rationale for each hypothesis, drawing on relevant theories and previous research findings.

Suggestions for improvement:

- Conduct a more thorough and critical review of the literature on job stress, job crafting, employee engagement, and empathic leadership. Provide clear and precise definitions of each construct, supported by key references and recent studies.

- Clearly explain how the JD-R theory relates to the specific variables and hypotheses in the study. Demonstrate how the theory supports the inclusion of job crafting and empathic leadership in the model and the expected relationships between the variables.

- Provide a systematic and critical analysis of the inconsistencies in previous findings regarding the relationship between job stress and employee engagement. Identify key studies with conflicting results and discuss the potential methodological and contextual factors that may have contributed to these inconsistencies.

- Develop a stronger rationale and theoretical justification for each hypothesis. Explain why job crafting is expected to mediate the relationship between job stress and employee engagement and why empathic leadership is expected to moderate these relationships. Use relevant theories and previous research findings to support your arguments.

- Consider discussing potential boundary conditions or contextual factors that may affect the relationships between the variables, such as organizational culture, industry characteristics, or individual differences. This will demonstrate a more nuanced understanding of the research problem and its complexity.

5. Suggestions or comments for research findings:

The research findings presented in the manuscript provide some insights into the relationships between job stress, job crafting, employee engagement, and empathic leadership among millennial workers in Surabaya, Indonesia. However, these findings' empirical and theoretical contributions are limited and require further development.

The authors report several significant relationships, such as the moderating role of empathic leadership on the relationship between job stress and job crafting, as well as between job stress and employee engagement. However, the interpretation and discussion of these findings lack depth and fail to

adequately explain the underlying mechanisms or the broader implications for theory and practice. The authors should provide a more thorough and critical analysis of their results, highlighting how their findings contribute to the existing knowledge on job stress, job crafting, and employee engagement.

The economic benefits of the research findings are not explicitly discussed in the manuscript. While the authors mention the importance of understanding job stress and employee engagement for organizational performance, they do not provide any concrete examples or estimates of the potential economic impact of their findings. To strengthen the practical relevance of their study, the authors should discuss how their findings can inform human resource management practices and lead to tangible economic benefits for organizations, such as increased productivity, reduced turnover costs, or improved customer satisfaction.

The authors claim that their study addresses gaps in the existing literature and provides new insights into the relationships between job stress, job crafting, employee engagement, and empathic leadership. However, the novelty and originality of their findings are questionable. Many reported relationships, such as the negative impact of job stress on employee engagement, have been previously established in the literature. The authors do not adequately highlight how their findings extend or challenge the current understanding of these relationships, particularly in the context of millennial workers in Indonesia. To demonstrate the existence of new findings, the authors should clearly articulate how their results differ from or build upon previous studies and discuss the unique contributions of their research.

6. Suggestions or comments for references:

The authors have included a comprehensive reference list that shows their efforts to cover a wide range of relevant literature regarding job stress, job crafting, employee engagement, and empathetic leadership. The list of references is organized according to the scope and objectives of the research.

7. Suggestions or comments for Article's Presentation and Systematic Order such as the framework and The flow of article presentation, Readability, Grammar, and Writing style::

There are still some typos and grammatical errors that need to be fixed

8. Overall Evaluation

PLEASE GIVE THE OVERALL RECOMMENDATIONS

:

Major Revision

Reviewer B:

1. Suggestions or comments for title, abstract, and keywords:

Suggested Title: "The Moderating Role of Empathic Leadership in Job Crafting and Employee Engagement Among Millennial Workers Under Job Stress"

- The suggested title provides a clearer focus on the research scope and highlights the key elements of the study: empathic leadership, job crafting, employee engagement, and job stress among millennial workers.
- The phrasing emphasizes the moderating role of empathic leadership, aligning with the core findings of the study.

Authors may add keywords: "millennial workers" to help specify the target population of the study.

2. Suggestions or comments for introduction part or in problem formulation

in particular:

The introduction provides a broad overview of the challenges faced by organizations and employees during and after the COVID-19 pandemic. It highlights the significance of effective leadership in mitigating job stress and enhancing employee engagement, particularly among millennial workers

3. Suggestions or comments for Literature Review; Theories and Hypothesis Development:

Overall, the literature review is strong in its investigation of the research gap, logical flow, and development of ideas. It effectively serves as the source for the research questions and hypotheses, ensuring that the study is grounded in existing literature and addresses clear gaps in knowledge.

4. Suggestions or comments for Research Methodology:

Overall, the research methodology section is strong, with clear explanations, appropriate design choices, and detailed descriptions of the data collection and analysis processes.

5. Suggestions or comments for research findings:

The study provides solid empirical and theoretical benefits by filling gaps in the existing literature regarding the relationship between job stress, job crafting, employee engagement, and empathic leadership.

The research adds value by incorporating both mediation (job crafting) and moderation (empathic leadership) into the analysis, offering a more nuanced understanding of these dynamics.

The economic benefits of the study are not explicitly detailed in the manuscript. However, it can be inferred that reducing job stress and improving employee engagement could lead to increased productivity and reduced turnover, which have economic advantages for organizations.

To improve this section, the manuscript could explicitly connect the findings to potential economic benefits, such as cost savings from reduced turnover and increased productivity from higher employee engagement.

The discovery that empathic leadership can buffer the negative effects of job stress on job crafting and employee engagement is a significant new contribution to the field.

Additionally, the finding that job crafting does not mediate the relationship between job stress and employee engagement contradicts some previous studies, providing fresh insights and opening avenues for further research.

6. Suggestions or comments for references:

The manuscript covers a wide range of references includes recent references, particularly studies from 2020 to 2023, including foundational studies and recent research, to support the discussion of job stress, job crafting, employee engagement, and empathic leadership.

The literature review and theoretical background sections demonstrate a comprehensive understanding of the relevant literature.

7. Suggestions or comments for Article's Presentation and Systematic Order such as the framework and The flow of article presentation, Readability, Grammar, and Writing style::

The manuscript has a clear and logical structure, with sections that flow seamlessly from one to the next. The framework is well-organized, covering the introduction, literature review, methodology, results, discussion, and conclusion in a coherent manner.

The flow of ideas is logical and helps the reader follow the progression of the research from the problem statement to the findings and implications.

The manuscript maintains a consistent style throughout, with a clear focus on the research objectives and findings.

The readability of the manuscript is good. The language used is clear and concise, making the content accessible to readers. The grammar throughout the manuscript is generally correct, with only minor errors, if any.

Technical terms are explained, and complex ideas are broken down into understandable segments, which enhances comprehension. The writing style is

formal and academic, which is appropriate for a scholarly article. The tone is objective and professional.

8. Overall Evaluation

PLEASE GIVE THE OVERALL RECOMMENDATIONS

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Accepted

Journal of Leadership in Organizations

<https://jurnal.ugm.ac.id/leadership>

Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>
Kepada: Robertus Adi Nugroho <robertusadi@ukdc.ac.id>

19 Juni 2024 pukul 11.14

[Kutipan teks disembunyikan]

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Bernardus Aris Ferdinan, S.S., M.M.
Fakultas Ekonomi
Program Studi Manajemen
Universitas Katolik Darma Cendika
spe gaudentes
in tribulatione patientes
orationi instantes (Rom 12:12)

Re: [JLO] Reference Check

2 pesan

Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

6 Januari 2025 pukul 08.30

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Dear Bernardus,

I am sorry for sending you the wrong manuscript; I will send you back the correct manuscript.

Best Regards,
Assistant Editor

On Fri, Jan 3, 2025 at 4:11 PM C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id> wrote:

Dear Bernardus,

Your paper will be published in mid-March 2025. We have checked the references in your paper, and there are some errors in writing. The red highlighter is the incorrect reference, and the yellow highlighter is correct. Please check all the references again. Thank you.

Journal of Leadership in Organizations<https://jurnal.ugm.ac.id/leadership>

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Journal of Leadership in Organizations

Centre for Leadership Studies

Department of Management

Faculty of Economics and Business | Universitas Gadjah Mada |

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ACCREDITED**

Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

6 Januari 2025 pukul 12.41

Kepada: Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

Dear Assistant Editor

I am resubmitting the revised manuscript below. Green marks are things that have been corrected.

Best regards,

[Kutipan teks disembunyikan]

--

Bernardus Aris Ferdinan, S.S., M.M.

Fakultas Ekonomi
Program Studi Manajemen
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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

[JLO] Reference Check

3 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

3 Januari 2025 pukul 16.11

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Dear Bernardus,

Your paper will be published in mid-March 2025. We have checked the references in your paper, and there are some errors in writing. The red highlighter is the incorrect reference, and the yellow highlighter is correct. Please check all the references again. Thank you.

Journal of Leadership in Organizations

<https://jurnal.ugm.ac.id/leadership>

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

3 Januari 2025 pukul 16.11

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

[Kutipan teks disembunyikan]



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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

6 Januari 2025 pukul 12.45

Kepada: "C. Budi Santoso, Ph.D." <jlo.feb@ugm.ac.id>

Dear Editor

I am resubmitting the revised manuscript below. Green marks are things that have been corrected.

Best regards,

[Kutipan teks disembunyikan]

--

Bernardus Aris Ferdinan, S.S., M.M.

Fakultas Ekonomi

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[JLO] Minor Revision

2 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

21 Januari 2025 pukul 13.48

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

We are writing to inform you that the review process for your manuscript titled "The Moderating Role of Empatic Leadership in Job Crafting and Employee Engagement Among Millenial Workers Under Job Stress" has been completed. The Editor-in-Chief has carefully reviewed your submission and it has been decided that the paper requires minor revisions before it can be considered for publication.

The primary issue identified is the presence of grammatical errors throughout the manuscript. The Editor-in-Chief kindly requests that you revise the paper to address these issues and ensure the language is clear and polished.

Please submit your revised manuscript by Jan 29, 2025. Be sure to make the necessary grammatical corrections and include a brief summary of the changes made when resubmitting.

Thank you

Journal of Leadership in Organizations

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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

22 Januari 2025 pukul 00.52

Kepada: "C. Budi Santoso, Ph.D." <jlo.feb@ugm.ac.id>

Dear Editor-in-Chief

Together with this email, I am sending back the manuscript of the article that has been corrected regarding grammar. Hopefully the improvements that have been made can be well received.

Thank you.

[Kutipan teks disembunyikan]

--

Bernardus Aris Ferdinan, S.S., M.M.

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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Email Address

2 pesan

Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>
Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

24 Februari 2025 pukul 13.57

Selamat Siang Pak Bernardus,

Mohon untuk menyertakan email untuk penulis 2 dan 3. Terima kasih

Salam,
Assistant Editors

* Corresponding Author at
Department of Economics,
Faculty of Economics, Darma
Cendika Catholic University,
Surabaya, Indonesia

E-mail address:
bernardus.aris@ukdc.ac.id
(author#1)
Email 2?
Email 3?


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Journal of Leadership in Organizations

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ACCREDITED

 **93090.docx**
3945K

Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>
Kepada: Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

24 Februari 2025 pukul 14.29

Yth. Assistant Editors

di tempat

Dengan hormat,

Bersama dengan email ini saya kirimkan kembali manuskrip artikel yang telah direvisi sesuai arahan. Semoga dapat diterima dengan baik.

Salam,

[Kutipan teks disembunyikan]

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Bernardus Aris Ferdinan, S.S., M.M.

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Dummy for the Published Paper (ASAP)

1 pesan

Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

26 Februari 2025 pukul 10.15

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>, robertusadi@ukdc.ac.id,
jonathan.pangemana@student.ukdc.ac.id

Dear Authors,

Berikut kami sampaikan dummy untuk konfirmasi ACC terbit sehingga tidak ada kesalahan kedepannya. Mohon dapat dicek dengan teliti sebelum kami terbitkan. Kami tunggu hingga Minggu, 2 Maret 2025.

*Cek penulis, instansi, cek judul, cek korespondensi, cek konten dan cek daftar pustaka. Beberapa kata ada yang tidak sesuai dengan manuscript yang lama karena adanya proofreading.

*Mohon untuk memberikan Gambar HD pada Jurnal karena foto "Amos Data Processing Results" pecah pada saat di Edit.

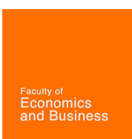
*Semua koreksi basisnya PDF bukan file yang lain, cukup memberikan catatan atau tanda pada PDF, gambar resolusi tinggi dan perbaikan daftar pustaka diemailkan secara terpisah.

Best Regards,
Assistant Editors.


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Journal of Leadership in Organizations

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e-Mail: jlo.feb@ugm.ac.id



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436K

Dummy for the Published Paper

1 pesan

Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

26 Februari 2025 pukul 15.07

Kepada: Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

Yth. Assistant Editors.
di tempat

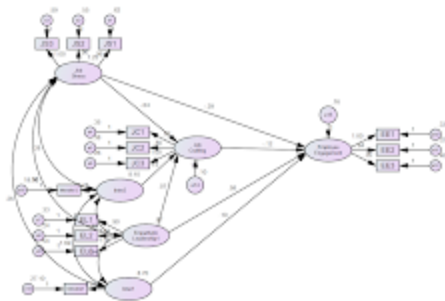
Dengan hormat,
Berikut kami kirimkan manuskrip yang telah dibaca kembali dan disetujui. Komentar ACC/kesesuaian ada pada bagian isi di file manuskrip. Kami kirimkan pula file gambar terkait dengan hasil olah AMOS. Semoga dapat diterima dengan baik. Terima kasih.

Best regards,

--

Bernardus Aris Ferdinan, S.S., M.M.
Fakultas Ekonomi
Program Studi Manajemen
Universitas Katolik Darma Cendika
spe gaudentes
in tribulatione patientes
orationi instantes (Rom 12:12)

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[JLO] Copyediting Review Request

1 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

4 Maret 2025 pukul 12.14

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Bernardus Aris Ferdinan:

Your submission "Job Stress and Employee Engagement: Role of Job Crafting and Role of Empathic Leadership in Millenial Workers" for Journal of Leadership in Organizations has been through the first step of copyediting, and is available for you to review by following these steps.

1. Click on the Submission URL below.
2. Log into the journal and click on the File that appears in Step 1.
3. Open the downloaded submission.
4. Review the text, including copyediting proposals and Author Queries.
5. Make any copyediting changes that would further improve the text.
6. When completed, upload the file in Step 2.
7. Click on METADATA to check indexing information for completeness and accuracy.
8. Send the COMPLETE email to the editor and copyeditor.

Submission URL:

<https://journal.ugm.ac.id/leadership/author/submissionEditing/93090>

Username: bernardus

This is the last opportunity to make substantial copyediting changes to the submission. The proofreading stage, that follows the preparation of the galleys, is restricted to correcting typographical and layout errors.

If you are unable to undertake this work at this time or have any questions, please contact me. Thank you for your contribution to this journal.


C. Budi Santoso, Ph.D.

Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

jlo.feb@ugm.ac.id

Journal of Leadership in Organizations

<https://jurnal.ugm.ac.id/leadership>

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446K



Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

[JLO] Copyediting Review Request

4 pesan

C. Budi Santoso, Ph.D. <jlo.feb@ugm.ac.id>

5 Maret 2025 pukul 11.05

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

Bernardus Aris Ferdinan:

Your submission "Job Stress and Employee Engagement: Role of Job Crafting and Role of Empathic Leadership in Millennial Workers" for Journal of Leadership in Organizations has been through the first step of copyediting, and is available for you to review by following these steps.

1. Click on the Submission URL below.
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If you are unable to undertake this work at this time or have any questions, please contact me. Thank you for your contribution to this journal.

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Journal of Leadership in Organizations<https://jurnal.ugm.ac.id/leadership>

Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

5 Maret 2025 pukul 11.39

Kepada: "C. Budi Santoso, Ph.D." <jlo.feb@ugm.ac.id>

Dear Editor in Chief:

I have now reviewed the copyediting of the manuscript, "The Moderating Role of Empathic Leadership in Job Crafting and Employee Engagement Among Millennial Workers Under Job Stress," for Journal of Leadership in Organizations, and it is ready for the final round of copyediting and preparation for Layout.

The manuscript has been checked. based on the results of the check, there is a missing part, namely the email from author 2 and author 3. email-related data was sent on February 24, 2025.

Thank you for this contribution to my work,
Bernardus Aris Ferdinan

[Kutipan teks disembunyikan]

--

Bernardus Aris Ferdinan, S.S., M.M.
Fakultas Ekonomi
Program Studi Manajemen
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Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>
Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

5 Maret 2025 pukul 13.33

Dear Bernadus,
Sorry for late information, The email attached to the manuscript is only for the author's correspondence.

[Kutipan teks disembunyikan]

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Journal of Leadership in Organizations

Centre for Leadership Studies
Department of Management
Faculty of Economics and Business | Universitas Gadjah Mada |
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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>
Kepada: Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

5 Maret 2025 pukul 13.45

Thank you for the clarification.

If so, then the manuscript I submitted is appropriate and I agree with the final manuscript.

[Kutipan teks disembunyikan]

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[JLO] Letter of Acceptance (LOA)

2 pesan

Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

19 Maret 2025 pukul 09.00

Kepada: Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>, robertusadi@ukdc.ac.id,
jonathan.pangemana@student.ukdc.ac.id

Dear author(s),

We are pleased to announce that your article entitled "**The Moderating Role of Empathic Leadership in Job Crafting and Employee Engagement Among Millennial Workers Under Job Stress**" has been accepted for publication in the wake of a thorough and careful evaluation by our high-caliber reviewers in the field. It will be published in Volume 7, No 1, 2025.

This is the letter of acceptance to be used as needed.

Warm regards,
C. Budi Santoso
Editor in Chief


--

Journal of Leadership in Organizations

Centre for Leadership Studies
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Faculty of Economics and Business | Universitas Gadjah Mada |
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Bernardus Aris Ferdinan <bernardus.aris@ukdc.ac.id>

19 Maret 2025 pukul 14.40

Kepada: Journal of Leadership in Organizations JLO <jlo.feb@ugm.ac.id>

Dear
Editor in Chief

Thank you very much for your information.

Best Regards,

[Kutipan teks disembunyikan]

--

Bernardus Aris Ferdinan, S.S., M.M.

Fakultas Ekonomi

Program Studi Manajemen

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