

**BUKTI KORESPONDENSI**  
**ARTIKEL JURNAL INTERNASIONAL BEREPUTASI**

Judul           The Role of Innovation Culture as a Leadership Effort in Improving Adaptive  
 Artikel        Performance: A Mediation and Moderated Model  
 Jurnal         Journal of Ecohumanism, 2025, 4 (2), 47-65  
 Penulis        1. Veronika Agustini Srimulyani\*  
                   2. Lena Ellitan  
                   3. Yustinus Budi Hermanto

No	Perihal	Tanggal
1	Email dari Editor tentang tawaran untuk publikasi di journal of Ecohumanism	13 November 2024
2	Email ke Editor tentang submit artikel melalui email editor	31 Desember 2024
3	Respon dari editor tentang artikel yang telah dikirimkan	31 Desember 2024
4	Email dari editor tentang informasi bahwa artikel sedang ditinjau serta informasi tentang persetujuan APC dan diskonnya	2 Januari 2025
5	Email ke editor tentang persetujuan APC	2 Januari 2025
6	Email dari editor tentang revisi 1, LoA, invoice;	6 Januari 2025
7	Email ke editor tentang bukti pembayaran APC	6 Januari 2025
8	Email dari editor tentang permintaan email author lainnya	7 Januari 2025
9	Email ke editor tentang informasi email author lainnya	7 Januari 2025
10	Email editor tentang lampiran cetakan pertama galley proof dalam format pdf dan word, untuk dicek/diverifikasi	7 Januari 2025
11	Email ke editor tentang submit artikel yang telah direvisi (revisi 1)	7 Januari 2025
12	Email ke editor tentang volume terbitan dari artikel yang sedang diproses	7 Januari 2025
13	Email jawaban dari Editor tentang pilihan volume terbitan	7 Januari 2025
14	Email ke editor tentang keputusan volume terbitan yang dipilih	8 Januari 2025
15	Email dari editor tentang cetakan kedua galley proof untuk dicek/verifikasi	8 Januari 2025
16	Email ke editor tentang revisi minor (revisi ke 2)	8 Januari 2025
17	Email dari editor tentang versi final artikel untuk persetujuan melanjutkan produksi.	9 Januari 2025
18	Email ke editor tentang persetujuan ke proses selanjutnya	9 Januari 2025
19	Email dari editor tentang respon persetujuan ke proses selanjutnya	9 Januari 2025
20	Email editor tentang link "Article Published"	22 Januari 2025

1. **Dr Dana <scopus.noves@gmail.com>**

Rab, 13 Nov  
2024, 17.45

Dear Veronika Agustini Srimulyani,

Greetings!

We are publishing quality articles in below high quartile Journals and request you to send us your full length article for publication.

Journal of Ecohumanism; ISSN: 2752-6801  
Library Progress International; ISSN: 970-1052  
International Journal of Education and Practice; ISSN : 2311-6897  
Proceedings on Engineering Sciences; ISSN: 2620-2832

Note:

Acknowledgment of submission within 24 hrs  
Discounts are available on APC charges and Article publishes within 30 days.

After receiving your article, we will send it to our pre-QC team.

Note: The manuscript can be submitted as an attachment by replying to this email.

Waiting for your response.

Regards,  
Dr. Dana Pawan  
Publishing team  
Noves Ricerca Group  
Ph/WhatsApp: +32 466 90 1775

2. **Veronika Agustini Srimulyani <veronika.agustini.s@ukwms.ac.id>**

Dec 31, 2024,  
2:36 PM

to Dana

Dear Dr. Dana Pawan

Thank you for the offer to publish an article in the Journal of Ecohumanism.  
I am interested in publishing my research results as part of my final project. If possible, please give me a discount on the publication fee in the Journal of Ecohumanism, due to the limited research and publication funds that I have.

Herewith I enclose our manuscript entitled "The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model".  
The results of this study provide novelty about the impact of flexible leadership practices on innovation culture and adaptive performance which have been limitedly studied by previous researchers.

Hopefully, Dr. Dana will consider our article for further processing.

Thank you  
best regards  
Veronika Agustini Srimulyani  
Widya Mandala Surabaya Catholic University  
Madiun Campus

## **The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model**

**Veronika Agustini Srimulyani<sup>1\*</sup>, Lena Ellitan<sup>1</sup>, and Yustinus Budi Hermanto<sup>2</sup>**

<sup>1</sup>Faculty of Business, Widya Mandala Surabaya Catholic University, Surabaya, 60265, East Java, Indonesia

<sup>2</sup>Faculty of Economic, Darma Cendika Catholic University, Surabaya, 60117, East Java, Indonesia

\*Corresponding author: veronika.agustini.s.@ukwms.ac.id

### **Abstract**

*Micro-foundation in dynamic capabilities refers to the most basic level or elements that form an organization's ability to adapt and change in the face of a dynamic organizational environment. The variables examined in this study are flexible leadership, innovation culture, workplace spirituality, and adaptive performance. This study was conducted at a secondary school owned by a Foundation (private) in East Java Province, Indonesia, with a sample of 100 school leaders accredited A. This study uses the Partial Least Square Structural Equation Modelling (PLS-SEM) statistical technique using the Smart PLS program as an analysis tool. The results of the hypothesis testing revealed that: 1) Flexible leadership significantly increases innovation culture; 2) Innovation culture significantly increases adaptive performance; 3) Innovation culture acts as a full mediation of the positive impact of flexible leadership on adaptive performance; 4) Workplace spirituality strengthens the positive impact of innovation culture on adaptive performance. These findings reveal the important role of innovation culture in encouraging leaders and subordinates to think creatively, take risks, and develop new ideas so as to increase adaptive performance which in turn contributes to improving overall organizational performance. Innovation culture can be enhanced through flexible leadership practices and strengthening workplace spirituality in daily work life.*

**Keywords:** *Flexible leadership, innovation culture, spirituality, adaptive performance.*



3. **Dr. Dana Phd**

Tue, Dec 31,  
2024, 5:25 PM

to me, dana

Dear Veronika Srimulyani,,

Greetings!

Thank you for sharing the article with the title 'The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model' to be published in the

Journal of Ecohumanism; ISSN : 2752-6801  
<https://novesricerca.com/journal/Ecohumanism>

Publication in 20-30 days from the date of galley proof approval from the author.

Your article has been forwarded to the review process and shall get back to you with the acceptance status.

Regards

Dr Dana Pawan

Publishing Team

Noves Ricerca Group

Belgium | India | Singapore

Ph/WA: +32 466 90 1775



4. **Dr. Dana Phd**

Jan 2,  
2025,  
2:32 PM

Dear Veronika Agustini Srimulyani,

Greetings!

Thanks for sharing the article with the title 'The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model' to be published in

Journal of Ecohumanism; ISSN : 2752-6801  
<https://novesricerca.com/journal/Ecohumanism>

Publication in 20-30 days from the date of galley proof from the author.

Our reviewers team had gone through your paper in the part of the review process and had suggested proceeding further for publication.

Your article publication involves the discounted price of \$1186 instead of \$1386.

(Including taxes, formatting of your article as per the guidelines, assisting in improving the quality and technical content of your paper, assisting you throughout the whole publishing cycle from manuscript editing, formatting and providing editorial comments support and follow-up on the progress of publication)

Note: You shall be receiving the galley proof within 3-5 business days from the date of invoice clearance and the publication can be completed in 20-25 days.

Request you to give your approval by replying to this email as "**APPROVED**" to enable us to provide you the acceptance letter in 3-4 working days.

Awaiting for your reply

Sincerely

Dr. Dana Pawan

Publishing Team

Noves Ricerca Group

Singapore | India | Belgium

+32 466 90 1775

## 5. Persetujuan tentang biaya publikasi



Veronika Agustini Srimulyani <veronika.agustini.s@ukwms.ac.id>

Jan 2, 2025, 3:08 PM ☆ ↶

to Dana ▾

Dear Dr. Dana Pawan

Thank you for the information about the progress of our article.

We agree with the APC informed in the email.

Please inform us of the things that need to be followed up. Please also give us the results of the review of our article from the reviewers.

Thank you

Regards

Veronika Agustini Srimulyani

Widya Mandala Surabaya Catholic University

Madiun Campus

Jl. Manggis 15-17 Madiun Indonesia

Phone (0351) 453328, 46331, (0351) 45167

Mobile: 081235307299; 0816562818

Jan 6, 2025,  
3:20 PM

## 6. Dr. Dana Phd

to me, dana

Dear Veronika Agustini Srimulyani,

Greetings!

We hereby offer a provisional consent / approval for considering your paper publication in the journal titled

Journal of Ecohumanism; ISSN : 2752-6801

<https://novesricerca.com/journal/Ecohumanism>

Publication in 20-30 days from the date of galley proof from the author.

Please find the attached acceptance letter for the article titled 'The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model' and the associated invoice for publication fee. You shall be receiving the galley proof of your article in 3-5 business days for your review with approval.

Kindly proceed with the payment to proceed with the publication. For your quick reference, please proceed the registration process with the below link:

Online Payment link: [https://novesricerca.com/journal/online\\_payment](https://novesricerca.com/journal/online_payment)

Amount: \$1186 (please refer the attached invoice)

Note: Kindly opt for PayPal for hassle free online transactions.

Kindly revert if you have any concerns.

Sincerely

Dr. Dana Pawan

Publishing Team

Noves Ricerca Group

Singapore | India | Belgium

+32 466 90 1775



Date: January 06<sup>th</sup>, 2025

To

Author's

Veronika Agustini Srimulyani\*, Lena Ellitan, Yustinus Budi Hermanto

Subject: "[The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model.]"

We are pleased to inform you that your manuscript titled "*The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model.*" Paper ID: JOE-025-1090 has been accepted for publication at Journal of Ecohumanism.

Your article underwent extensive peer review, and the reviewers and editorial board determined it to be of high quality and relevant to our readership. We feel that your study will make an important addition to the discipline.

Journal of Ecohumanism (JOE) is abstracted and indexed in:

- Scopus
- ERIH PLUS
- Modern Language Association (MLA)
- Norwegian Register for Scientific Journals (NSD)
- Research Papers in Economics (RePEc)
- Central and Eastern European Online Library (CEEOL)

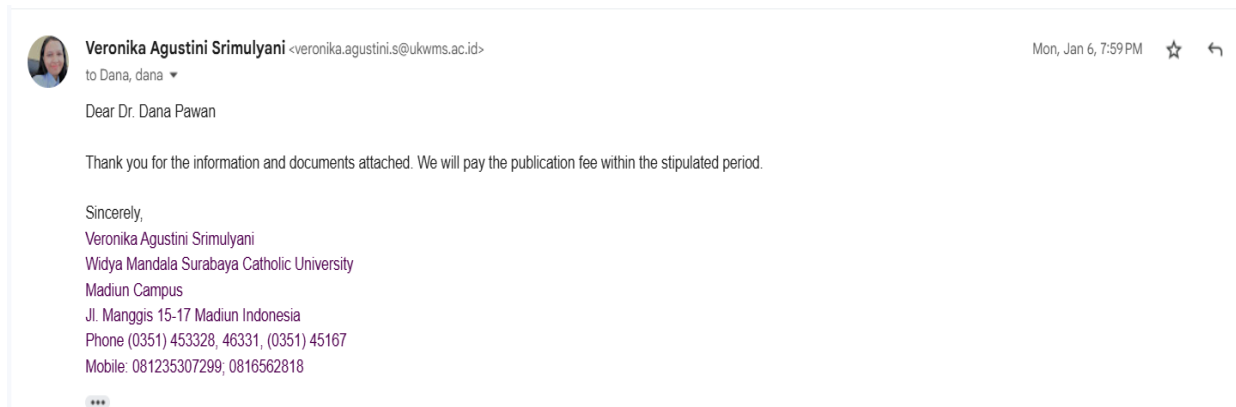
Congratulations again on the acceptance of your paper. We look forward to having your work published in our publication and continuing to contribute to the academic community.

Thank you for selecting the Journal of Ecohumanism as the forum for publishing your research findings.

Regards,

Bonnie Patricia  
Journal of Ecohumanism  
ISSN 2752-6798 (Print) | ISSN 2752-6801 (Online)  
URL: <https://ecohumanism.co.uk/joe/ecohumanism/index>

## 7. Email ke editor tentang informasi email author



Jan 7, 2025,  
12:30 PM

## 8. Dr. Dana Phd

Dear Veronika Agustini Srimulyani,

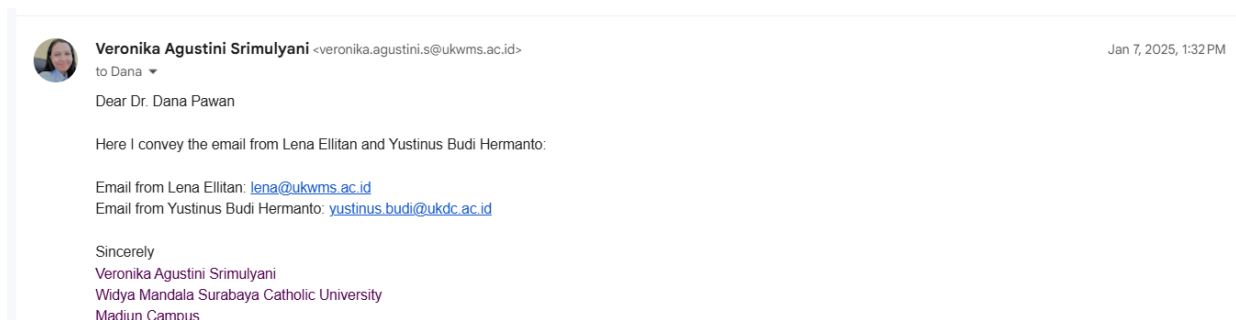
Could you provide us the email addresses of the below listed author to be incorporated in the first print galley proof.

Lena Ellitan, and Yustinus Budi Hermanto

Look forward to hearing from you.

Sincerely  
Dana

## 9. Email ke editor tentang email author 2 dan 3





10. Dr. Dana Phd

Jan 7, 2025,  
6:36 PM

to me, dana

Dear Veronika Agustini Srimulyani

Please find the attached first print of galley proof in both pdf and word format, i strongly suggest you to check and amend any modification/correction in word format and mention the same thing by keeping the comments at the pdf file for our reviewers reference purpose to be reflected at the final galley proof.

Note: Kindly do not change the context/content of the article. Only minor changes are recommended.

Note: No corrections/modifications are allowed once the article is published as per the journal policy.

Awaiting your approval.

Sincerely  
Dana

Journal of Ecohumanism  
2024  
Volume: 0, No: 0, pp. 0 – 00  
ISSN: 2752-6798 (Print) | ISSN 2752-6801 (Online)  
<https://ecohumanism.co.uk/joe/ecohumanism>  
DOI:

## **The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model**

Veronika Agustini Srimulyani<sup>1</sup>, Lena Ellitan<sup>2</sup>, Yustinus Budi Hermanto<sup>3</sup>

### **Abstract**

*Micro-foundation in dynamic capabilities refers to the most basic level or elements that form an organization's ability to adapt and change in the face of a dynamic organizational environment. The variables examined in this study are flexible leadership, innovation culture, workplace spirituality, and adaptive performance. This study was conducted at a secondary school owned by a Foundation (private) in East Java Province, Indonesia, with a sample of 100 school leaders accredited A. This study uses the Partial Least Square Structural Equation Modelling (PLS-SEM) statistical technique using the Smart PLS program as an analysis tool. The results of the hypothesis testing revealed that: 1) Flexible leadership significantly increases innovation culture; 2) Innovation culture significantly increases adaptive performance; 3) Innovation culture acts as a full mediation of the positive impact of flexible leadership on adaptive performance; 4) Workplace spirituality strengthens the positive impact of innovation culture on adaptive performance. These findings reveal the important role of innovation culture in encouraging leaders and subordinates to think creatively, take risks, and develop new ideas so as to increase adaptive performance which in turn contributes to improving overall organizational performance. Innovation culture can be enhanced through flexible leadership practices and strengthening workplace spirituality in daily work life.*

**Keywords:** *Flexible Leadership, Innovation Culture, Spirituality, Adaptive Performance.*

### **Introduction**

Private educational institutions in Indonesia are faced with the problem of maintaining competitive advantage in getting students, so that the sustainability of the school is guaranteed. In the VUCA Era, the innovation cycle occurs rapidly, and there is continuous change, so that private schools are required to be able to increase flexibility and change so that private schools can create competitiveness and resilience. Facing these demands, it is necessary to increase workplace spirituality (Paul et al., 2020). School sustainability as a long term, namely competitive advantage that is not only for today but must continue to run continuously by maximizing all potential owned by the school's internal and then adjusting it to the external conditions of the school. Performance, especially adaptive performance, is important for the sustainability and development of schools.

# 11. Email ke editor tentang revisi artikel (1)



Veronika Agustini Srimulyani <veronika.agustini.s@ukwms.ac.id>  
to Dana

Jan 7, 2025, 9:41 PM

Dear Dr. Dana Pawan

I have read the submitted article, and there are some minor revisions that I have corrected in blue. I also sent the revision notes in a separate file (pdf format). Likewise, for figure 2 (Direct and Moderating Effect Test), so that it can be printed better during publication, I also attached the original file of figure 2.

Sincerely,  
Veronika Agustini Srimulyani  
Widya Mandala Surabaya Catholic University  
Madiun Campus  
Jl. Manggis 15-17 Madiun Indonesia  
Phone (0351) 453328, 46331, (0351) 45167  
Mobile: 081235307299; 0816562818

\*\*\*

3 Attachments • Scanned by Gmail



Dear editor,

Here are some minor corrections that I made:

1. Page 1: Identity of the 2nd author's work unit: **Faculty of Business, Widya Mandala Surabaya Catholic University**
2. Page 7: **SMA and SMK**, changed to **Senior High Schools and Vocational High Schools**
3. Table 2, page 10: the Sense of **cont.** to the community (SCC) dimension is revised to Sense of **contribution** to the community (SCC)
4. Page 11: in the writing of CMB, the abbreviation is added: **common method bias (CMB)**
5. Page 14: in the writing of Al Taweel **dan** Al-Hawary (2021) it is revised to: Al Taweel **and** Al-Hawary (2021)
6. Pages 16-120: Writing the name of the journal in references: **italic format**.

Thank you,

Veronika Agustini Srimulyani

Corresponding Author

Jan 7, 2025,  
10:44 PM

## 12. Veronika Agustini Srimulyani <veronika.agustini.s@ukwms.ac.id> to Dana

Dear Dr Dana Pawan

I would like to clarify the publication year of our article, where the submitted file template states 2024, while the actual acceptance of the article is January 2025. Please confirm which volume our article is for? which year? is it 2025?

Thank you  
Veronika Agustini Srimulyani



Jan 7, 2025,  
11:05 PM

## 13. Dr. Dana Phd

Dear Veronika Agustini Srimulyani,


Thanks for bringing this to my attention. We are publishing the articles as per the authors requirements in terms of their selected volume Vol. 3 No. 8 (2024) or Vol. 4 No. 1 (2025)

I would like to request you to confirm the volume that your article should be published, according we shall do the needful as per your convenience

Look forward to hearing from you

Sincerely  
Dana


## 14. Email ke editor tentang volume terbitan artikel

 **Veronika Agustini Srimulyani** <veronika.agustini.s@ukwms.ac.id>  
to Dana ▾ Jan 8, 2025, 8:29 AM ☆ ↶ ⋮

Dear Dr. Dana Tawan

Thanks for the information,  
We choose publication in volume 4 No. 1 in 2025

Sincerely,  
Veronika Agustini Srimulyani  
Widya Mandala Surabaya Catholic University  
Madiun Campus

 **Veronika Agustini Srimulyani** <veronika.agustini.s@ukwms.ac.id>  
to Dana ▾ Jan 8, 2025, 12:27 PM ☆ ↶

Dr. Dana Tawan

I would like to correct, our article, please publish it in Volume 4 No. 2. 2025  
Thank you  
Veronika Agustini Srimulyani  
Widya Mandala Surabaya Catholic University  
Madiun Campus



15. Dr. Dana Phd

Jan 8,  
2025,  
2:19 PM

Dear Veronika Agustini Srimulyani,

Thank you for notifying us.

We shall send you the second print galley proof for your review with approval and shall proceed with the final publication.

Sincerely  
Dana

Dr. Dana Phd

Jan 8, 2025,  
5:48 PM

Dear Veronika Agustini Srimulyani,

Please find the attached second print galley proof after the amendments for your review with approval.

Upon your approval, we shall proceed with the final publication.

Sincerely  
Dana

Journal of Ecohumanism  
2025  
Volume: 0, No: 0, pp. 0 –00  
ISSN: 2752-6798 (Print) | ISSN 2752-6801 (Online)  
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### **Abstract**

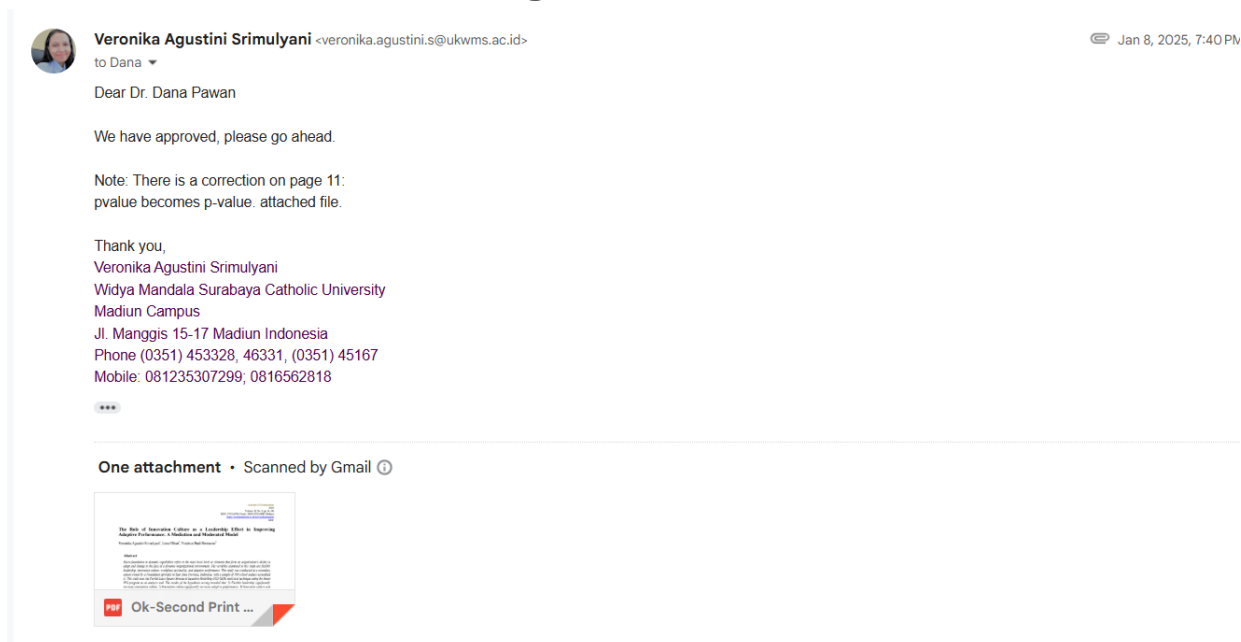
*Micro-foundation in dynamic capabilities refers to the most basic level or elements that form an organization's ability to adapt and change in the face of a dynamic organizational environment. The variables examined in this study are flexible leadership, innovation culture, workplace spirituality, and adaptive performance. This study was conducted at a secondary school owned by a Foundation (private) in East Java Province, Indonesia, with a sample of 100 school leaders accredited A. This study uses the Partial Least Square Structural Equation Modelling (PLS-SEM) statistical technique using the Smart PLS program as an analysis tool. The results of the hypothesis testing revealed that: 1) Flexible leadership significantly increases innovation culture; 2) Innovation culture significantly increases adaptive performance; 3) Innovation culture acts as a full mediation of the positive impact of flexible leadership on adaptive performance; 4) Workplace spirituality strengthens the positive impact of innovation culture on adaptive performance. These findings reveal the important role of innovation culture in encouraging leaders and subordinates to think creatively, take risks, and develop new ideas so as to increase adaptive performance which in turn contributes to improving overall organizational performance. Innovation culture can be enhanced through flexible leadership practices and strengthening workplace spirituality in daily work life.*

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## 16. Email ke editor tentang revisi artikel ke-2



## 17. Dr. Dana Phd

Jan 9, 2025,  
12:05 PM

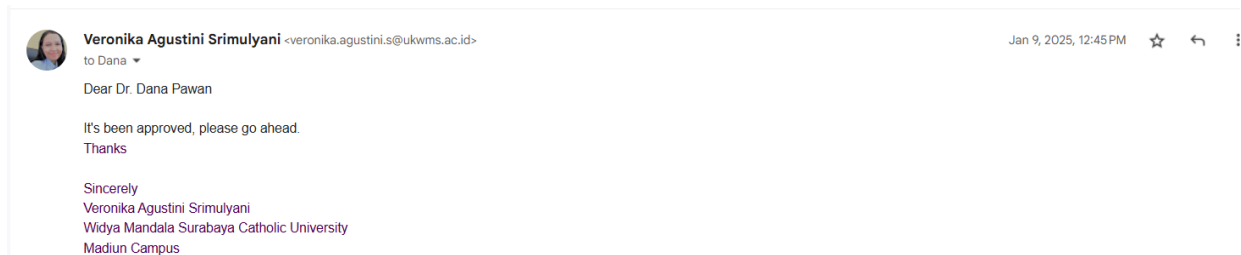
Dear Veronika Agustini Srimulyani,

Please find the attached final version of the article to proceed with the production.

Please approve

Sincerely  
Dana

## 18. Email ke editor tentang persetujuan artikel untuk dipublikasikan



19. Dr. Dana Phd

Jan 9, 2025,  
12:54 PM

to me

Dear Veronika Agustini Srimulyani,

Appreciate your approval.

We shall get back to you with the publication details as soon as possible

Sincerely  
Dana

## 20. Re: Article Published

Dr. Dana Phd

Wed, Jan 22,  
3:26 PM (3 days  
ago)

Dear Veronika Agustini Srimulyani,

Congratulations!

Your article has been published, please find the below publication details along with the attached published article for your easy reference.

<https://ecohumanism.co.uk/joe/ecohumanism/article/view/5777>

We look forward to serving your for your future projects

Sincerely  
Dana Pawan



Veronika Agustini Srimulyani <veronika.agustini.s@ukwms.ac.id>

Thu, Jan 23, 8:24 AM (2 days ago)

to Dana



Thank you very much.

Veronika Agustini Srimulyani

Widya Mandala Surabaya Catholic University

Madiun Campus



**JOURNAL OF ECOHUMANISM**



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ABOUT

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AUTHOR GUIDELINES

SUBMISSIONS

ANNOUNCEMENTS

Vol. 4 No. 2 (2025)

The Role of Innovation Culture as a Leadership Effort in Improving Adaptive Performance: A Mediation and Moderated Model

ARTICLES

<https://doi.org/10.62754/joe.v4i2.5777>

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Veronika Agustini Srimulyani\*, Lena Ellitan\*, Yustinus Budi Hermanto\*