Journal Name: Manuscript Number: Title of the Manuscript:

Type of the Article

Journal of Global Economics, Management and Business Research Ms\_JGEMBR\_12948

Leadership Behavior on Employee Performance During the Covid-19 pandemic Government of Patobong Village, South Sulawesi Province Indonesia.

PART 1: Comments

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|  | **Reviewer’s comment**  **Artificial Intelligence (AI) generated or assisted review comments are strictly prohibited during peer review.** | **Author’s Feedback** *(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors*  *should write his/her feedback here)* |
| **Please write a few sentences regarding the importance of this manuscript for the scientific community. A minimum of 3-4 sentences may be required for this part.** | This manuscript addresses an important and timely issue concerning how leadership behavior influenced employee performance during the COVID-19 pandemic. The context of a local village government in Indonesia offers a unique and underexplored setting, adding regional specificity to the broader literature on leadership during crises. The findings contribute to understanding how adaptive leadership practices can sustain performance during uncertain times. It is especially valuable for public administration researchers and policymakers focusing on decentralized governance and crisis leadership in  developing countries. | The manuscript has been revised according to the reviewer's feedback |
| **Is the title of the article suitable?**  **(If not please suggest an alternative title)** | The current title conveys the core theme but can be improved for clarity and flow. **Suggested alternative:** *"Impact of Leadership Behavior on Employee Performance During the COVID-19 Pandemic: A Study of Patobong Village Government, South Sulawesi Province, Indonesia."* | Impact of Leadership Behavior on Employee Performance During the COVID-19 Pandemic: A Study of Patobong Village Government, South Sulawesi Province, Indonesia |

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| **Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section?**  **Please write your suggestions here.** | The abstract presents the research aim, method, and findings but lacks clarity in sentence structure. The objective can be sharpened, and the results should be more specific. Including key findings in quantified terms (e.g., percentages or statistical results) would strengthen the abstract. | This study examines the impact of leadership behavior on employee performance during the COVID-19 pandemic in the Patobong Village Government, South Sulawesi Province, Indonesia. Using a quantitative research design, multiple regression analysis was conducted on data collected from 60 government employees through structured questionnaires. The findings indicate that leadership behavior explains only 22.8% of the variance in employee performance (R² = 0.228, p < 0.05), suggesting that other factors, such as organizational culture and economic conditions, may play a more significant role. The key leadership behaviors examined include motivation (β = 0.36, p < 0.05), clear communication (β = 0.29, p < 0.05), decision-making (β = 0.27, p < 0.05), and adaptability. The normality test results (p = 0.000) indicate a non- normal distribution, highlighting the need for future research to explore  non-parametric methods. Additionally, this study emphasizes the importance of culturally embedded leadership, demonstrating how *sipakainge* (mutual  reminding), *sipakalebbi* (mutual respect), and *sipakatau* (treating others |

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|  |  | with dignity) contribute to effective leadership practices in a village government context. Despite its contributions, this study is limited by a small sample size, reliance on self- reported data, and a weak explanatory power of the model. Future research should incorporate additional leadership variables, employ a larger sample, and expand the study scope to other regions. These findings provide valuable insights for public administration researchers and policymakers on adaptive leadership strategies in crisis management and decentralized governance in developing countries. |
| **Is the manuscript scientifically, correct? Please write here.** | The manuscript presents a valid research problem and employs a quantitative approach suitable for the study objective. However, the methodology section requires more detail, particularly regarding sample selection, data collection tools, and statistical validity. Additionally, the  discussion of results should be more critical and linked to existing theories or literature. | The methodology section now provides more details on sample selection, data collection tools, and statistical validity. |
| **Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.** | While some relevant references are cited, the list lacks recent studies from 2021–2023, especially on leadership in crisis contexts.  **Suggested additions:** | The manuscript has been revised according to the reviewer's feedback |

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|  | Dirani, K. M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R. C., Gunasekara, N., & Majzun, Z. (2020). **Leadership competencies and the essential role of human resource development in times of crisis: A response to COVID- 19 pandemic.**  *Human Resource Development International, 23(4), 380–*  *394.*  https://doi.org/10.1080/13678868.2020.1780078  Boin, A., & Lodge, M. (2021).  **Crisis leadership: How leaders deal with crises.** *Public Administration, 99(3), 673–685.* https://doi.org/10.1111/padm.12761  Carnevale, J. B., & Hatak, I. (2020).  **Employee adjustment and well-being in the era of COVID-19: Implications for human resource management.**  *Journal of Business Research, 116, 183–187.*  https://doi.org/10.1016/j.jbusres.2020.05.037  Gong, Y., Huang, J. C., & Farh, J. L. (2009). **Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy.**  *Academy of Management Journal, 52(4), 765–778.*  https://doi.org/10.5465/amj.2009.43670890  Imran, M., Ilyas, M., Aslam, U., & Rahman, U. (2016).  **Organizational learning through transformational leadership.** |  |

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|  | *The Learning Organization, 23(4), 232–248.*  https://doi.org/10.1108/TLO-09-2015-0053  Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012).  **Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes.**  *Human Performance, 25(1), 1–25.*  https://doi.org/10.1080/08959285.2011.631648 |  |
| **Is the language/English quality of the article suitable for scholarly communications?** | The manuscript does not requiree substantial language revision. Grammar, syntax, and sentence construction seems to be appropriate and professional. A thorough proofreading is recommended. | The manuscript has been revised according to the reviewer's feedback |
| **Optional/General** comments | The topic is meaningful, but the manuscript would benefit from tighter structure, clearer presentation of methodology, and more critical discussion of results. Tables and figures should be formatted properly. | The manuscript has been revised according to the reviewer's feedback |

PART 2:

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|  | **Reviewer’s comment** | **Author’s comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors*  *should write his/her feedback here)* |
| **Are there ethical issues in this manuscript?** | *(If yes, Kindly please write down the ethical issues here in details)* |  |