

Komunikasi Publikasi dengan Editor Journal

Yunani, A. (2022). Exploring The Social Norms Nexus–Youth Participation, Effective Leadership, Institutional Cooperation and Social Capital In SMES. *Polish Journal of Management Studies*, 25(2), 411-422

Histori Publikasi

- **Submit Paper: 4 Maret 2022; [PJMS] Submission Acknowledgement**
- **Keputusan Editor: 10 Maret 2022; [PJMS] Editor Decision**
- **Keputusan Editor: 2 May 2022: [PJMS] Editor Decision**
- **Submit Revisi: 28 May 2022**
- **Submit Revisi: 28 May 2022: [PJMS] Revised Acknowledgement**
- **Keputusan Editor: 14 Juni 2022: [PJMS] Editor Decision (Accept Submission)**

Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

[Polish Journal of Management Studies] Submission Acknowledgement

1 message

PJMS Secretary Office <pjms-office@adm.pcz.pl>
To: Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

Tue, Mar 4, 2022, at 10:22 AM

Dear Dr. Ahmad Yunani

Thank you for submitting the manuscript "EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMES" to Polish Journal of Management Studies. Please be informed that your paper will check for the scope and as per requirement of Polish Journal of Management Studies.

If you have any questions, please contact us.

Sincerely,

PJMS Secretary OfficeEmail: pjms-office@adm.pcz.plURL: <https://pjms.zim.pcz.pl>



Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

[Polish Journal of Management Studies] Editor Decision

1 message

PJMS Secretary Office <pjms-office@adm.pcz.pl>
To: Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

Thu, Mar 10, 2022, at 11:27 AM

Dear Dr. Ahmad Yunani

We have reached a decision regarding your submission the manuscript "EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMES" to Polish Journal of Management Studies. Our decision is your paper meet the scope of Polish Journal of Management Studies and now sending for review process.

If you have any questions, please contact us.

Sincerely,

PJMS Secretary Office

Email: pjms-office@adm.pcz.pl

URL: <https://pjms.zim.pcz.pl>

Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

[Polish Journal of Management Studies] Editor Decision

1 message

PJMS Secretary Office <pjms-office@adm.pcz.pl>
To: Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

Mon, May 2, 2022, at 10:15 AM

Dear Dr. Ahmad Yunani

We have reached a decision regarding your submission the manuscript ""EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMES" to Polish Journal of Management Studies. Our decision is revision required. You can find reviewers' comments at the end of this email. Please revise your manuscript based on the reviewer's comments and resubmit as soon as possible. Please make sure to follow the journal format and referencing style.

If you have any questions, please contact us.

Sincerely,

PJMS Secretary OfficeEmail: pjms-office@adm.pcz.plURL: <https://pjms.zim.pcz.pl>**Reviewers' Comments****Reviewer A**

The manuscript "**EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMES**" is well written and well presented by the authors. They have done a detailed analysis and extracted valuable results. There is still room for improvement. I have suggested a few important things which will help the authors to enhance manuscript quality.

Introduction: I like the way the authors articulated the detail and problem statement with objectives in the introduction. However, there is a need to add more descriptions of Small and Medium-sized Enterprises (SMEs) performance in Indonesia. It is also good to explain the moderating role of social norms in the nexus of youth participation, effective leadership, institutional cooperation, and social capital of SMEs.

Literature Review: Authors tried to write the literature review part in light of the current literature available in the domain. However, it is good to explain the significance of youth participation in uplifting capital structure in the SME sector in Indonesia. Also, there is a need to build a stronger case for effective leadership plays an important role in Indonesian SMEs' business, social capital, and cultures and should highlight the drawbacks linked with it. There is also a need to add more evidence regarding moderating role of social norms while developing the hypothesis of the study.

Methods: The method section is written well. However, there is a need to add more details regarding the sampling technique and study respondents. It will also add value to the whole manuscript by presenting a detailed description of the sampling SMEs in tabular form. Also, clearly state the software used for the analysis purpose.

Results: The results are presented well. The authors have provided ample detail regarding the factor loadings of the study constructs. However, along with presenting the HTMT for establishing the discriminant validity among the study constructs, adding Composite reliability and Average Variance Extracted values (AVE) will enhance the readability and understanding quality of the manuscript.

Discussion: The authors extensively discussed the findings of the study with logical arguments. However, it is suggested that compare the findings with the previous studies in the domain. It clearly presents the normality of the current study.

Implications: I recommend adding a separate implication heading explaining the theoretical and practical implications of the study

Conclusion: The conclusion section also must be rearranged, and the information provided should be enriched by systematically presenting the aim, objectives, results, implications, limitations, and future research directions.

General Comments: There are some references missing in full-text citations. Please cross-check all the citations and their presence in the bibliography. Also, encourage authors to thoroughly proof edit the whole document with the help of native English speakers to Avoid any potential grammatical errors.

Recommendation: **Revisions Required**

Reviewer B

I appreciate the authors' effort to comprehensively write and present the paper. The flow of arguments is good, and the paper succeeds in presenting findings in a way that allows readers to grasp the results. I suggest the following change to enhance the quality of the research.

Introduction: The introduction is well written. The start is interesting and catchy. I recommend adding the role of leadership has been attaining greater importance in the SME literature

Literature review: The hypothesized paths need more detailed formation based on the existing body of literature. More particularly, revise the moderation hypothesis.

Research Methodology: Please make your research methodology with a proper explanation of the method employed. Also, add detail regarding study respondents and sampling analysis techniques used.

Results: Along with presenting the results in tabular forms, it is recommended to add an in-text explanation of the results of the study.

Discussion and Conclusion: The discussion is well-written and adds value to the research. It is recommended to revise the conclusion section with more details.

Recommendation: **Revisions Required**

To: **PJMS Secretary Office** <pjms-office@adm.pcz.pl>

Dear Editor,


Thank you for considering my paper for the process of the next level of publication in PJMS.

Below is the response for reviewer comments and also, I attach the revised file and response sheet file.

Thank You

Ahmad Yunani

 **Ahmad_Revision.doc**
177K

 **Response_Sheet.doc**
177K
Response to reviewer A

Sr. #	Reviewer's Comment	Response
	The manuscript " EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMEs " is well written and well presented by the authors. They have done a detailed analysis and extracted valuable results. There is still room for improvement. I have suggested a few important things which will help the authors to enhance manuscript quality.	Thanks very much, dear reviewer, for your kind remarks and for providing us with the opportunity to revise our manuscript. I am very grateful for all the valid and valuable comments. These helped us a lot to improve our work. Your kind encouragement means a lot to us.
1.	Introduction: I like the way the authors articulated the detail and problem statement with objectives in the introduction. However, there is a need to add more descriptions of Small and Medium-sized Enterprises (SMEs) performance in Indonesia. It is also good to explain the moderating role of social norms in the nexus of youth participation, effective leadership, institutional cooperation, and social capital of SMEs.	Dear reviewer, I have revised the introduction by explaining Small and Medium-sized Enterprises (SMEs) performance in Indonesia and explaining the moderating role of social norms in the nexus of youth participation, effective leadership, institutional cooperation, and social capital of the SMEs. Please see pages 1-2
2.	Literature Review: Authors tried to write the literature review part in light of the current literature available in the domain. However, it is good to explain the significance of youth participation in uplifting capital structure in the SME sector in Indonesia. Also, there is a need to build a stronger case for effective leadership plays an important role in Indonesian SMEs' business, social capital, and cultures and should highlight the drawbacks linked with it. There is also a need to add more evidence regarding moderating role of social norms while developing the hypothesis of the study.	Dear reviewer, Many thanks for your kind suggestions and comments. I have now revised the literature review portion by explaining the significance of youth participation in uplifting capital structure in the SME sector in Indonesia. I have also explained that effective leadership plays an important role in Indonesian SMEs' business, social capital, and culture and highlighted its drawbacks. Please see pages 3-5 I have also revised the moderation hypothesis as per the authors' guidelines. Please see pages 5-6
3	Methods: The method section is written well. However, there is a need to add more details regarding the sampling technique and study respondents. It will also add value to the whole manuscript by presenting a detailed description of the sampling SMEs in tabular form. Also, clearly state the software used for the analysis purpose.	Dear reviewer, following your kind guidelines, I have now added Table 1. SMEs of the studied sample. I have also added a detailed description of the sampling SMEs in tabular form and clearly stated the software used for the analysis purpose. Please see page no. 7-8

4	Results: The results are presented well. The authors have provided ample detail regarding the factor loadings of the study constructs. However, along with presenting the HTMT for establishing the discriminant validity among the study constructs, adding Composite reliability and Average Variance Extracted values (AVE) will enhance the readability and understanding quality of the manuscript.	Dear reviewer, many thanks for your kind guidelines. I have thoroughly revised the results section and added the table of Composite reliability and Average Variance Extracted values (AVE) as per your kind suggestions. Please see page 10
5	Discussion: The authors extensively discussed the findings of the study with logical arguments. However, it is suggested that compare the findings with the previous studies in the domain. It clearly presents the normality of the current study.	Dear reviewer, many thanks for your kind suggestion. I have revised the discussion section following your kind suggestions. Please see pages 11-13
6	Implications: I recommend adding a separate implication heading explaining the theoretical and practical implications of the study	Dear reviewer, many thanks for your kind suggestion. I have added the implication part as per your kind guidelines by focusing on theoretical and practical implications. Please see page 12
7	Conclusion: The conclusion section also must be rearranged, and the information provided should be enriched by systematically presenting the aim, objectives, results, implications, limitations, and future research directions.	Dear reviewer, many thanks for your kind suggestion. I have revised the conclusion section per your kind guidelines by systematically presenting the aim, objectives, results, implications, limitations, and future research directions. Please see page 13
8	General Comments: There are some references missing in full-text citations. Please cross-check all the citations and their presence in the bibliography. Also, encourage authors to thoroughly proof edit the whole document with the help of native English speakers to Avoid any potential grammatical errors.	Dear reviewer, I am grateful for your observations and for helping us enhance our manuscript's quality with your kind suggestions, comments, and guidelines. Following your kind guidelines, I have crossed checked all the references. I have now proof-edited the paper with the help of professional native English speakers to enhance its quality and readability

Response to reviewer A

Sr. #	Reviewer's Comment	Response
	I appreciate the authors' effort to comprehensively write and present the paper. The flow of arguments is good, and the paper succeeds in presenting findings in a way that allows readers to grasp the results. I suggest the following change to enhance the quality of the research.	Thanks a lot, dear reviewer, for providing us with the opportunity to revise our manuscript. I am very grateful for all the valid and valuable comments. These helped us a lot to improve our work.
1.	Introduction: The introduction is well written. The start is interesting and catchy. I recommend adding the role of leadership has been attaining greater importance in the SME literature.	Dear reviewer, many thanks for your kind remarks. I have thoroughly revised the introduction section. I have also added the role of leadership has been attaining greater importance in the SME literature. Please see pages 1-2
2.	Literature review: The hypothesized paths need more detailed formation based on the existing body of literature. More particularly, revise the moderation hypothesis.	Dear reviewer, Many thanks for your kind suggestions and comments. I have now revised the literature review portion and strengthened the hypothesized paths, more specifically, the moderation hypothesis. Please see pages 3-6
3	Research Methodology: Please make your research methodology with a proper explanation of the method employed. Also, add detail regarding study respondents and sampling analysis techniques used.	Dear reviewer, following your kind guidelines, I have now added Table 1. SMEs of the studied sample. I have also added a detailed description of the sampling SMEs in tabular form and clearly stated the software used for the analysis purpose. Please see page no. 7-8

4	<p>Results: Along with presenting the results in tabular forms, it is recommended to add an in-text explanation of the results of the study.</p>	<p>Many thanks, dear reviewer. Following your kind suggestion, I have added an in-text explanation of the results of the study. Please see pages 9-11</p>
5	<p>Discussion and Conclusion: The discussion is well-written and adds value to the research. It is recommended to revise the conclusion section with more details.</p>	<p>Dear reviewer, many thanks for your kind and encouraging remarks. I have thoroughly revised the conclusion section as per your kind suggestions. Please see pages 11-12</p>



Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

[Polish Journal of Management Studies] Revised Acknowledgment

1 message

PJMS Secretary Office <pjms-office@adm.pcz.pl>
To: Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

Sat, May 28, 2022, at 3:21 PM

Dear Dr. Ahmad Yunani

Thank you for submitting the manuscript revised, " EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMEs " to Polish Journal of Management Studies.

If you have any questions, please contact me.

Sincerely,

PJMS Secretary Office

Email: pjms-office@adm.pcz.pl

URL: <https://pjms.zim.pcz.pl>

Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

[Polish Journal of Management Studies] Editor Decision

1 message

PJMS Secretary Office <pjms-office@adm.pcz.pl>
To: Ahmad Yunani <ahmadyunani.iesp@ulm.ac.id>

Tue, Jun 14, 2022, at 09:01 AM

Dear Dr. Ahmad Yunani

We have reached a decision regarding your submission the manuscript " **EXPLORING THE SOCIAL NORMS NEXUS–YOUTH PARTICIPATION, EFFECTIVE LEADERSHIP, INSTITUTIONAL COOPERATION AND SOCIAL CAPITAL IN SMEs** " to Polish Journal of Management Studies.

Our decision is: **Accept the submission**

Your manuscript will be published on Vol. 25 No. 2, 2022.

If you have any questions, please contact us.

Sincerely,

PJMS Secretary OfficeEmail: pjms-office@adm.pcz.plURL: <https://pjms.zim.pcz.pl>**Note:**

Soon you will get separately email regarding the article processing charge.