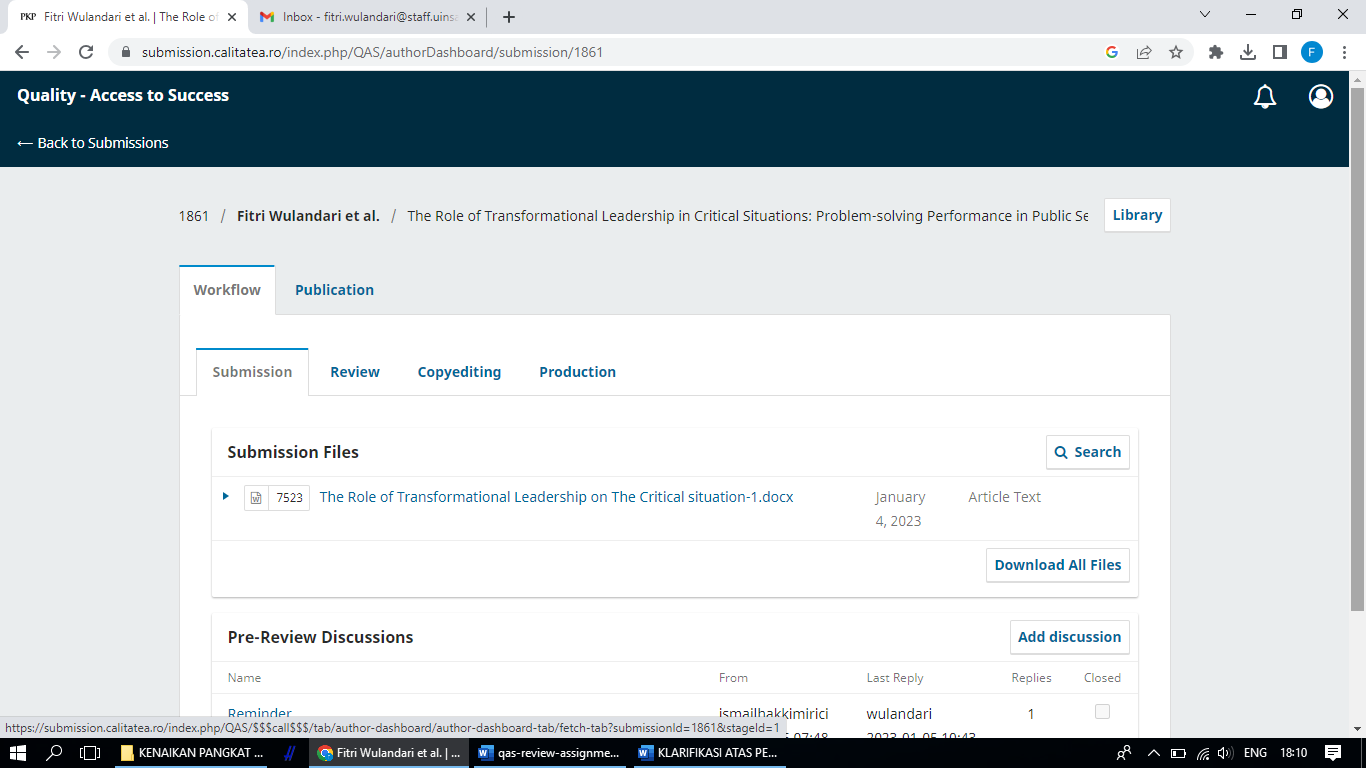
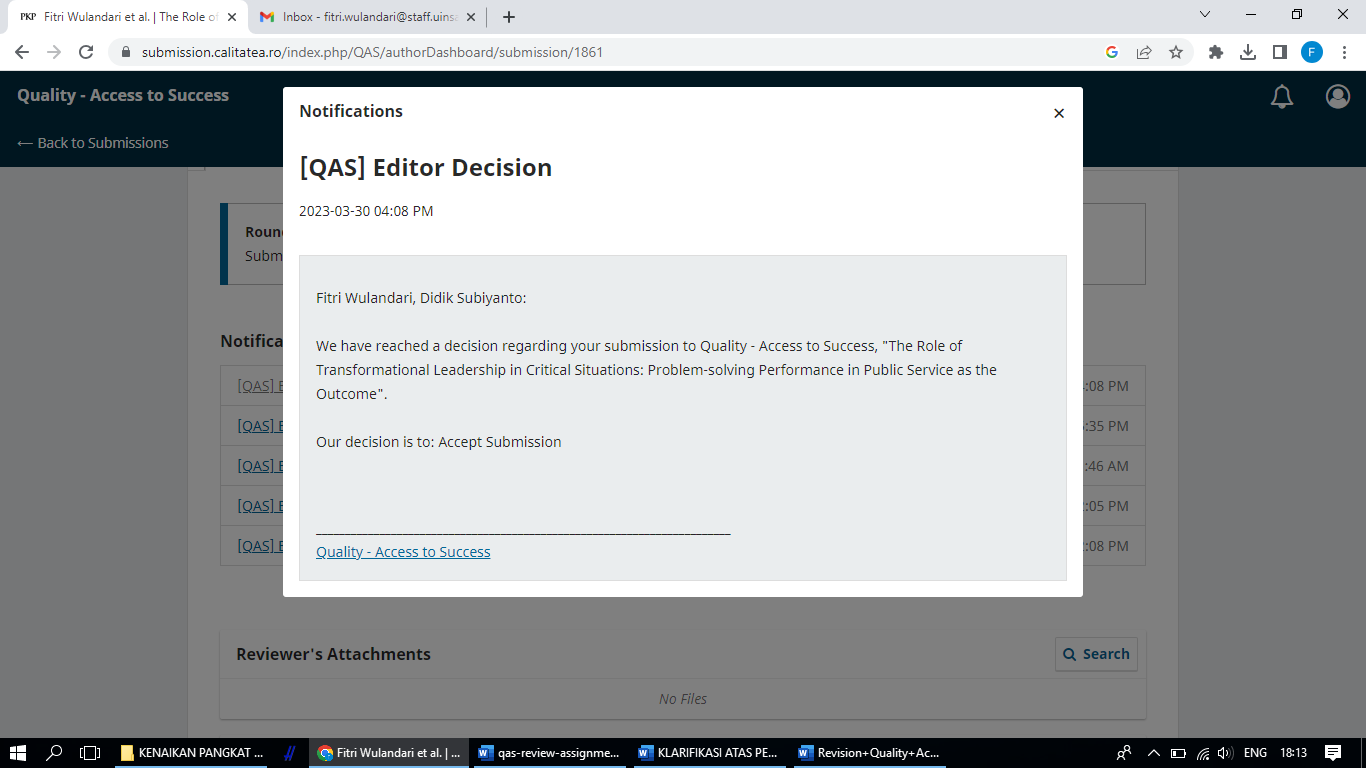
Koresopondensi Bukti Review dengan kronologi sebagai berikut

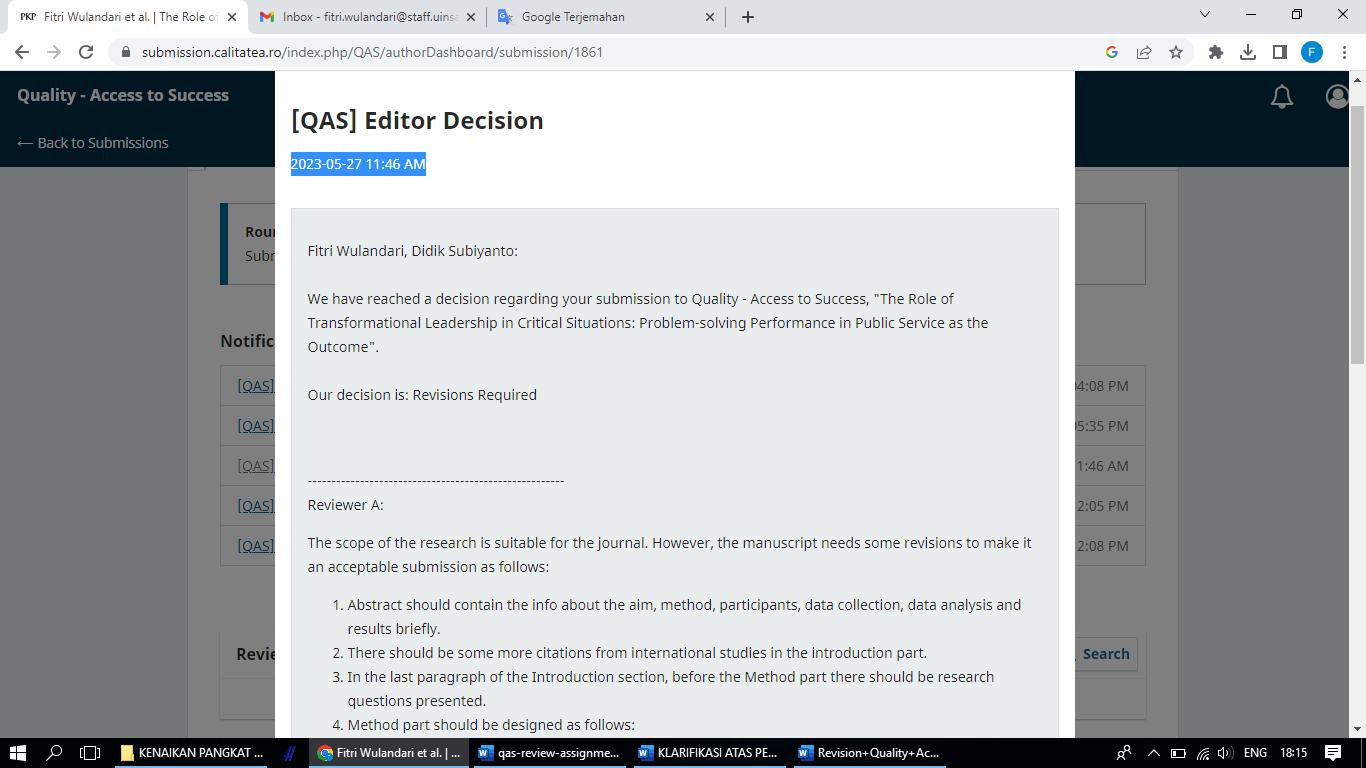
**Submit manuskrip tanggal 4 Januari 2023**



**30 Maret** Our decision is to: Accept Submission



2023-05-27 11:46 AM Catatan Revisi



Fitri Wulandari, Didik Subiyanto:  
  
We have reached a decision regarding your submission to Quality - Access to Success, "The Role of Transformational Leadership in Critical Situations: Problem-solving Performance in Public Service as the Outcome".  
  
Our decision is: Revisions Required

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Reviewer A:

The scope of the research is suitable for the journal. However, the manuscript needs some revisions to make it an acceptable submission as follows:

1. Abstract should contain the info about the aim, method, participants, data collection, data analysis and results briefly.
2. There should be some more citations from international studies in the introduction part.
3. In the last paragraph of the Introduction section, before the Method part there should be research questions presented.
4. Method part should be designed as follows:
5. Method

2.1. Research design

2.2. Participants

2.3. Data collection tools

2.4. Data analysis

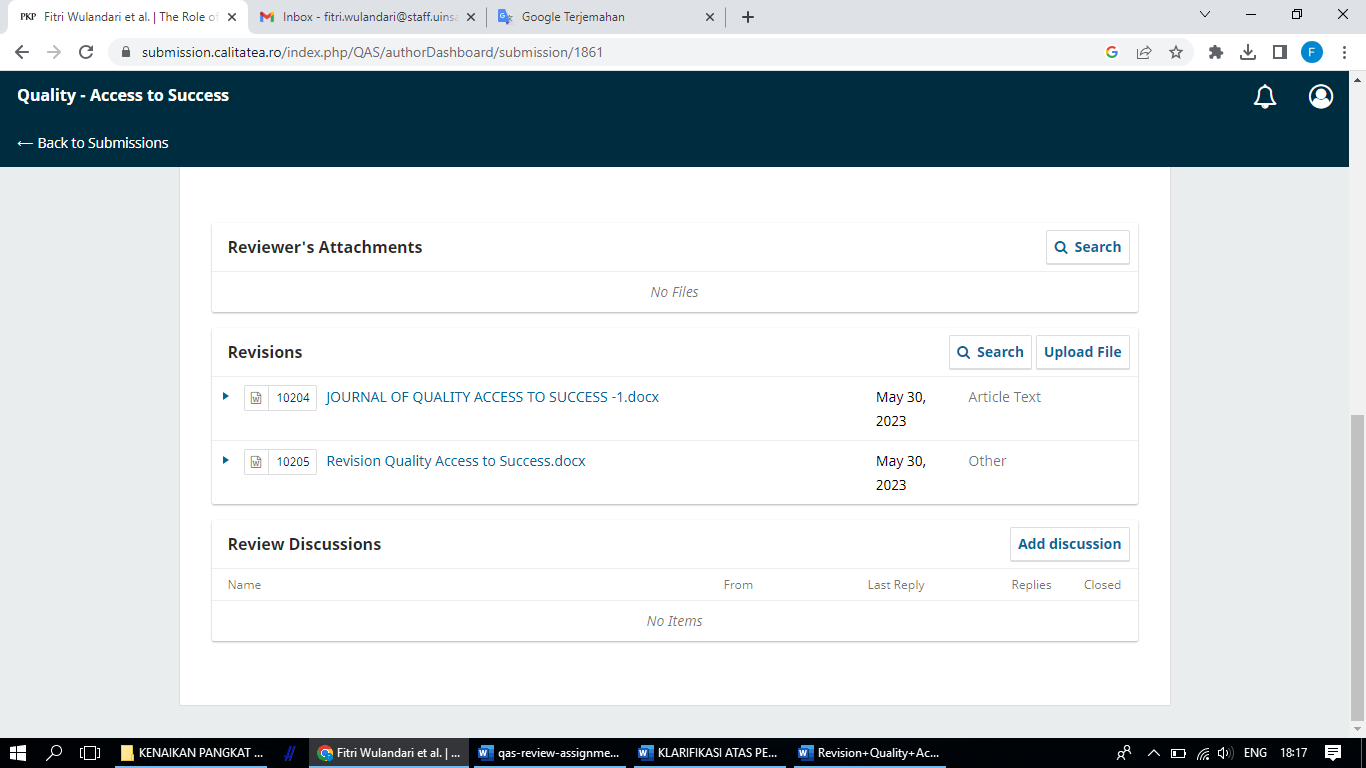
1. Results part should be revised, and presented connecting the research questions with more explanations.
2. Discussion part should be created with findings and cited works in the Introduction part.
3. Conclusion should be expanded.
4. References should be revised in accordance with the APA format adding up some more international references used in the text body.

Recommendation: Revisions Required  
  
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Reviewer B:

Structure of the text body needs revision.

Recommendation: Revisions Required

30 Mei 2023 Mengirim revisi



**REVISIONS: QUALITY ACCSESS TO SUCCESS**

|  |  |  |
| --- | --- | --- |
| **Revisions** | **Before** | **After** |
| Abstract should contain the info about the aim, method, participants, data collection, data analysis and results briefly. | **Abstract:** Designing a superior organization requires a leadership style that is strong but adaptable. This study scrutinized the role of transformational leadership in critical situations on problem-solving performance through the moderation of psychological well-being and the mediation of emotional engagement. The sample was randomly selected. They consisted of 258 public service employees in Central Java and the Special Region of Yogyakarta. The data were analyzed using the Structural Equation Model (SEM) with IBM SPSS AMOS 22. This study proved that transformational leadership has a direct effect on problem-solving performance. However, there is no direct effect of transformational leadership on emotional engagement. The results show that psychological well-being moderates the effect of transformational leadership on emotional engagement as well as problem-solving performance. The direct effect of psychological well-being on emotional engagement and problem-solving performance showed significant positive results. In contrast, emotional engagement cannot mediate the effect of transformational leadership on problem-solving performance. Practical implications of this study suggest that employees with a high level of psychological well-being led by transformational leadership styles that guide, inspire and foster a sense of pride in the organization, will encourage high attachment to work indicated by responsibility, perseverance, and enthusiasm that indirectly impact on problem-solving performance in critical situations. Increasing psychological well-being and emotional engagement play the greatest impact in encouraging problem-solving performance. The results indicate that nurturing transformational leadership alone is insufficient to improve problem-solving performance in critical situations, so it takes the moderation of psychological well-being, as well as the mediation of emotional engagement.  **Keywords**: Psychological well-being, transformational leadership, emotional engagement, Problem-solving Performance. | **Abstract:** This study examines the role of transformational leadership (TL) in critical situations with problem-solving performance (PSP) as the dependent variable. A sample of 258 respondents was randomly selected from public service employees in Central Java and Yogyakarta. Data were analyzed using Structural Equation Model (SEM). The results prove that transformational leadership has a direct effect on problem-solving performance, but does not directly affect emotional engagement (EE). The results of this study also indicate that psychological well-being (PWB) moderates the effect of transformational leadership on emotional engagement and problem-solving performance. The direct effect of psychological well-being on emotional engagement and problem-solving performance showed significant positive results. The findings also prove that emotional involvement cannot mediate the effect of transformational leadership on problem-solving performance. The practical implications of this research provide clear directions for the role of transformational leadership, emotional engagement, and psychological well-being in improving employee problem-solving performance in critical situations.  **Keywords**: Psychological well-being, transformational leadership, emotional engagement, Problem-solving Performance |
| There should be some more citations from international studies in the introduction part.  In the last paragraph of the Introduction section, before the Method part there should be research questions presented. | Organizations operate in a dynamic environment that changes rapidly and unexpectedly from time to time without warning. The outbreak caused by Covid-19 in early 2020 in Indonesia compelled organizations to make immediate adjustments to meet the performance goals that had been set. Public/government organizations have a significant commitment to offering community services, including public services, education, and health, hence community services must be prioritized even in times of crisis. The smooth running of the organization is sometimes disrupted during unusual periods, which, of course, has a significant impact on organizational performance. Therefore, quality management is required because it is a determining factor for the success of public services.  To prepare for complex situations, that are unclear when the situations will come to an end, problem-solving skills must be given special attention and implemented immediately (Watkins *et al.*, 2022). The leader of the organization has great responsibility during a crisis. A leader must first create a conducive environment to employee psychology, then motivate, be enthusiastic, and most importantly maintain employee performance. Employees will show better psychological involvement at work when their leaders show transformational leadership (Breevaart *et al.*, 2014). Leaders must still be able to boost employee performance in solving problems in unusual settings during an emergency. Employee engagement is now seen as a strong source of competitive advantage during a crisis (Bedarkar and Pandita, 2014). Complex and complicated problems require qualified human resources. An employee must be able to solve problems quickly and correctly, both those that emerge within and outside the organization.  Robertson & Cooper (2010) introduced the concept of “full engagement”, by proposing that engagement is more likely to be sustainable when employee well-being is also high. Research by Tinline and Crowe (2010) explains that employee involvement is indicated by the workplace connectedness of employees to work extra to increase in order to develop their ability to control the work environment and take advantage of opportunities, in addition to a positive attitude to improve their mental and spiritual health. Transformational leaders encourage cognitive, affective, and behavioral work involvement for organizational success (Park *et al.*, 2021). Several previous studies explored the role of transformational leadership and its influence on employee performance (Subiyanto & Djastuti, 2018; Buil et al., 2019; Carter et al., 2013), and its influence on emotional engagement (Breevaart et al., 2014). Previous studies are empirical evidence of the significance of the role of transformational leadership in an organization in addition to transformational leadership, which has proven to be big and profitable for organizations, psychological well-being brings valuable contributions to organizations, such as its function in improving performance.  Solving emergency problems requires more than knowledge and skills; there must also be a will and spirit from within to be involved in dealing with emergency problems. Thus, it is necessary to develop a comprehensive approach to build the psychology of employees with a strong attachment to their workplace, one of which is with adequate psychological well-being. The constructs of psychological well-being are often complex and multidimensional (Carmeli, Yitzhak-Halevy, and Weisberg, 2009); Nimmi et al., 2021); Şahin and Çankir, 2018); Ryan and Deci, 2001). In its simplest form, psychological well-being often represents happiness (Ryan and Deci, 2001). A person with high life satisfaction typically interprets life with a sense of “gratitude”, and appreciating everything that he has and feeling happy that his life is better than others (Nimmi *et al.*, 2021). There is a void from previous studies in that psychological well-being is more appropriately played as a moderating variable, as it is an individual’s innate nature. Considering that, the role of psychological well-being as a moderator for transformational leadership in increasing emotional engagement and problem-solving performance becomes the focus of this study. This study also investigates the role of emotional engagement in mediating transformational leadership in improving problem-solving performance. | Organizations are in a dynamic environment. The organizational environment changes from time to time, both predictably and unpredictably. Changes in the organizational environment can provide both advantages and disadvantages to the organization. Therefore, organizations must anticipate if there are changes that can be detrimental, by equipping human resources with quality problem-solving skills. problem-solving creativity is an interesting study, it is evident that many studies have been conducted with this theme (Carmeli *et al.*, 2014; Hardy *et al.*, 2017; Hooijdonk *et al.*, 2020; Oppenheimer *et al.*, 2022) In addition, elements of the problem-solving creativity assessment procedure have the potential to require improvement (Hooijdonk *et al.*, 2020).  The Covid-19 outbreak in early 2020 in Indonesia caused a critical situation. Many human activities are paralyzed, due to limited human interaction in all activities. Organizations are required to immediately make strategic adjustments. When the situation is critical, public/government organizations must maintain their commitment to providing quality public services. Therefore, strategic collaboration needs to be engineered in such a way that the activities.  Organizational leaders have great responsibility during critical situations. In complex situations, and it is not clear when the situation will end, the leader must be a driving force in improving problem-solving skills for his subordinates when facing problems in their duties (Bijl *et al.*, 2019). A leader must first create a conducive environment for employee psychology, then motivate, inspire, and most importantly maintain employee performance. Employees will show better psychological involvement at work when their leaders show transformational leadership (Bedarkar and Pandita, 2014). Leaders must still be able to boost employee performance in solving problems in unusual settings during an emergency.  Employee engagement is now seen as a strong source of competitive advantage during a crisis (Bedarkar and Pandita, 2014). Various and complicated problems require qualified human resources. An employee must be able to solve problems quickly and accurately, whether they arise inside or outside the organization even in critical situations.  Robertson & Cooper (2010) introduced the concept of “full engagement”, by proposing that engagement is more likely to be sustainable when employee well-being is also high. Research by Tinline and Crowe (2010) explains that employee involvement is indicated by the workplace connectedness of employees to work extra to increase to develop their ability to control the work environment and take advantage of opportunities and a positive attitude improve their mental and spiritual health.  Transformational leaders encourage cognitive, affective, and behavioral work involvement for organizational success success (Park *et al.*, 2021). Several previous studies explored the role of transformational leadership and its influence on employee performance (Subiyanto & Djastuti, 2018; Buil et al., 2019; Carter et al., 2013), and its influence on emotional engagement (Breevaart *et al.*, 2014; Martinez *et al.*, 2020). Previous studies are empirical evidence of the significance of the role of transformational leadership in an organization in addition to transformational leadership (Alamri, 2023), which has proven to be big and profitable for organizations, psychological well-being brings valuable contributions to organizations (Kim and Cruz, 2022), such as its function in improving performance.  Solving emergency problems requires more than knowledge and skills; there must also be a will and spirit from within to be involved in dealing with emergency problems. Thus, it is necessary to develop a comprehensive approach to build the psychology of employees with a strong attachment to their workplace, one of which is with adequate psychological well-being. Psychological well-being constructs are often complex and multidimensional (Carmeli *et al.*, 2009; Nimmi *et al.*, 2021; Ryan and Deci, 2001; Şahin and Çankir, 2018). In its simplest form, psychological well-being often represents happiness (Ryan and Deci, 2001). A person with high life satisfaction typically interprets life with a sense of “gratitude” appreciating everything that he has and feeling happy that his life is better than others (Nimmi *et al.*, 2021). Previous studies have a void in that psychological well-being is more appropriately played as a moderating variable, as it is an individual’s innate nature. Considering that, the role of psychological well-being as a moderator for transformational leadership in increasing emotional engagement and problem-solving performance becomes the focus of this study. This study also investigates the role of emotional engagement in mediating transformational leadership in improving problem-solving performance.  The problem when the Covid-19 outbreak was very difficult for life in Indonesia. Problem solving ability is the key to success in these conditions. Therefore, this study proposes the formulation of the problem that we develop in the form of research questions; do transformational leadership, emotional engagement, and Psychological Well Being play a positive role on problem solving performance in critical conditions? Based on these research questions, the purpose of this research is to investigate the effect of transformational leadership, emotional engagement as a predictor, and Psychological Well Being as a predictor as well as a moderation on problem solving performance in critical conditions. Psychological Well Being on the other hand as moderation, because researchers have the belief, with the support of logical thinking, that there are individual innate personality factors that are independent. |
| In the last paragraph of the Introduction section, before the Method part there should be research questions presented. |  | The problem when the Covid-19 outbreak was very difficult for life in Indonesia. Problem solving ability is the key to success in these conditions. Therefore, this study proposes the formulation of the problem that we develop in the form of research questions; do transformational leadership, emotional engagement, and Psychological Well Being play a positive role on problem solving performance in critical conditions? Based on these research questions, the purpose of this research is to investigate the effect of transformational leadership, emotional engagement as a predictor, and Psychological Well Being as a predictor as well as a moderation on problem solving performance in critical conditions. Psychological Well Being on the other hand as moderation, because researchers have the belief, with the support of logical thinking, that there are individual innate personality factors that are independent |
| **Method part should be designed as follows:** | | |
| Research design, Participants, Data collection tools, Data analysis |  | **3. Method**  **3.1. Population, Sample, and procedures**  This research is a quantitative study, examining the causal relationship between exogenous and endogenous variables, and involving moderating variables. The population in this study were all employees in the public sector in the Special Region of Yogyakarta and Central Java. Questionnaires were distributed directly to community service office employees, such as PLN, TNI, Polri, hospital nurses/doctors, PDAM, and firefighters. A total of 258 data were obtained through the non-probability sampling method with a purposive sampling technique. Data is processed with AMOS software with Structural Equation Modeling (SEM) analysis tool. |
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