



International Journal of Productivity and Performance Management - Decision on Manuscript ID IJPPM-01-2019-0041

1 message

International Journal of Productivity and Performance Management

Sat, Dec 14, 2019 at 5:43 PM

<onbehalf@manuscriptcentral.com>

Reply-to: luisa.huatuco@york.ac.uk

To: bambang.tjahjadi@feb.unair.ac.id

14-Dec-2019

Dear Prof. Tjahjadi,

Manuscript ID IJPPM-01-2019-0041 entitled "Does PMS matter in strategy pillars-OPP relationship? Evidence from HEIs in Indonesia" which you submitted to the International Journal of Productivity and Performance Management, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended publication, but also suggest some revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

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When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the International Journal of Productivity and Performance Management, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

Once again, thank you for submitting your manuscript to the International Journal of Productivity and Performance Management and I look forward to receiving your revision.

Yours sincerely,

Dr. Luisa Huaccho Huatuco

Editor, International Journal of Productivity and Performance Management

luisa.huatuco@york.ac.uk

DEADLINE: 13-Mar-2020

Reviewer(s)' Comments to Author:

Reviewer: 1

Recommendation: Major Revision

Comments:

Congratulations for the work. It is an interesting issue, but you put little attention for exploration.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: This paper contains new relevant insight into a strategy pillar-performance discussions in the context HEI. However, the author(s) effort to enter the arena is not fairly justified. The model is quite simple whereas there are some potential constructs mediating the strategy-performance relationship open for exploration, such as resources capability, strategic leadership and so on. The author(s) needs a stronger motivation for this study.

Some improvements need to be made for the introduction:

1. The author(s) stated the contextual difference between HEI setting in developing and HEI as a unit of analysis in the previous studies. Fairly discuss the difference. What is the difference? and why do the differences matter for the author's research motivation?

2. The author(s) have to more elaborate the intuitions or relevant discussion regarding the mixed results of strategy-OPP relationship. The context must be revealed. I don't think that only discussing the positive or negative results of previous studies is enough. So, the author(s)'s motivation will have a more robust theoretical base. Why PMS serve as mediating instead of moderating, for example, also need to be theoretically explored.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: 1. I don't know the reasons why the author(s) doesn't enrich the literature review with the discussion or studies putting many relevant variables as the precedence of performance. OPP of course is the final path of the strategy, but there are many mediating factors between strategy and OPP in the literature. I think that this complex relationship must be proportionally discussed although beyond the author(s)'s main model.

2. Instead of giving discussion more to the relationship of strategy and OPP, the author(s) need to also give proportional discussion to the strategic pillars in the literature. What are the possible dimensions emerging in the literature about the pillars? And how does the author(s) incorporate and justify the discussion in this study?

3. The author(s) acknowledged in the introduction and in the conclusion about the author(s) different point of view of strategy pillars from previous studies. However, the discussion about the differences and why the author(s) point of view is more relevant is not elaborated either in the literature review or the results' discussion.

4. I don't think that Tucker & Parker (2015) study properly fit (enough) for underlying H2. The author(s) needs to find or add more relevant studies for H2.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The methods are employed appropriately. The model is well designed but in different contexts.

Several issues arise for methodology:

1. The respondent is HEI's managers. What do managers mean here? Who are the managers? the HEI president, the dean of the faculty, or the head of the department. There are some levels of managers and their disposal to strategic issues are different. Additionally, different HEIs (universities, institute, and so on) commonly have a different structure either in regard to strategic issues or decision-making process. Some are maybe centralized and some decentralized-based. Thus, you have to disclose the role/level of managers in the manuscript because it relates to their strategic authority (can be included in Table 2). So, the author(s) preferred respondents can be fairly justified in regard to strategic pillars.

2. In Table 1 about the sampling, disclose the number of samples or respondents for each type of HEI relative to the author(s) 182 respondents.

3. Incorporate the measurements into a Table for readability. Provide in the Table the indicators used in details in regard to each construct. How is the measurement applied? Especially for strategy pillars, how do you incorporate the dimensions into the indicators?

4. The author(s) measure the OPP using a perceptual basis of managers. How the author(s) deal with potential desirability bias of managers in evaluating the OPP. Managers will tend to overvalue the OPP because being underperformed is painful and not a managers' interest. In addition, some indicators (example No 1) in the OPP construct seems not so operational for being evaluated by managers.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Results are presented clearly. Some improvements need to be made.

1. The author(s) needs to state the bootstrapping procedure in the text, especially for the indirect effect of SM-PMS-OPP.

2. Check the VAF value. It is better if the author(s) explain how to obtain the VAF. So, readers can easily understand the statistical context. What is VAF about in regard to the results?

3. The model of this study is simple. To obtain more sounding and practical results, I suggest the authors supply the results with the importance-performance matrix analysis. Thus, which indicators in the strategic pillar dimensions that need to be prioritized for improving OPP can be identified.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The manuscript clearly describes the implications. But the discussion for the results needs to be more elaborated. However, I believe that the contribution of this study to the development of knowledge is narrow.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: language and communication are decent. Professional copy editing may be needed for quality improvement.

Reviewer: 2

Recommendation: Major Revision

Comments:

Please check point no 1,3,4 above.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: Its not clear the part of originality of this paper and the novelty of this paper. Please mention it explicitly in introduction part.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes, very good. Unfortunately, the model shown is very simple, show in Figure 1, only one exogenous variable, one mediation variable, and one pure endogenous variable.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Overall is good. In addition, you can divide your model into several models such as universities or institute, college, or polytechnic. You can use multi-group analysis.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Please check the point 3 and 4 above, to increase the result and make it better for novelty.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: Yes.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Very good.



International Journal of Productivity and Performance Management - Decision on Manuscript ID IJPPM-01-2019-0041

1 message

Bambang Tjahjadi <bambang.tjahjadi@feb.unair.ac.id>
To: luisa.huatuco@york.ac.uk

Sun, Dec 15, 2019 at 8:29 AM

Dear Dr. Luisa Huaccho Huatuco

Thank you for your information regarding my manuscript ID IJPPM-01-2019-0041 entitled "Does PMS matter in strategy pillars-OPP relationship? Evidence from HEIs in Indonesia". I will work for the revision as soon as possible before the deadline.

Sincerely Yours
Bambang Tjahjadi
[Quoted text hidden]



International Journal of Productivity and Performance Management - Decision on Manuscript ID IJPPM-01-2019-0041.R1

1 message

International Journal of Productivity and Performance Management

Wed, Jul 22, 2020 at 10:57 PM

<onbehalf@manuscriptcentral.com>

Reply-to: luisa.huatuco@york.ac.uk

To: bambang.tjahjadi@feb.unair.ac.id

22-Jul-2020

Dear Prof. Tjahjadi,

Manuscript ID IJPPM-01-2019-0041.R1 entitled "Does PMS matter in strategy pillars-OPP relationship?: Evidence from HEIs in Indonesia" which you submitted to the International Journal of Productivity and Performance Management, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended publication, but also suggest some revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/ijppm> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text. Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

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Because we are trying to facilitate timely publication of manuscripts submitted to the International Journal of Productivity and Performance Management, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

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Once again, thank you for submitting your manuscript to the International Journal of Productivity and Performance Management and I look forward to receiving your revision.

Yours sincerely,

Dr. Luisa Huaccho Huatuco

Editor, International Journal of Productivity and Performance Management

luisa.huatuco@york.ac.uk

DEADLINE: 20-Sep-2020

Reviewer(s)' Comments to Author:

Reviewer: 1

Recommendation: Major Revision

Comments:

There are several issues that are still needed to be addressed.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: The author(s) have indeed added some relevant issues to address the previous comments, to sharpen the novelty and to improve the overall introduction contents. However, because the author(s) seem only add and patch additional materials to the original version of the introduction, for me, the new introduction now becomes wordy. Just because the author(s) need extended issues to improve the quality, it doesn't mean that simply adding the issues is an appropriate one. The author(s) need to capture and incorporate the meaning into the flow of the text. I believe that the new introduction is still needed to be restructured by which the extended issues are incorporated in more appropriate one. So, the quality and readability level can be smoother and improve more.

Moreover, on Page 3 (paragraph 1), it is stated that "...the lack of a strategy-based performance management system has been identified as the main reason why the results of previous studies on strategy-performance relationship are inconsistent.". The author(s) need an empirical basis for such statement.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Previous comments:
-Instead of giving discussion more to the relationship of strategy and OPP, the author(s) need to also give proportional discussion to the strategic pillars in the literature. What are the possible dimensions emerging in the literature about the pillars? And how does the author(s) incorporate and justify the discussion in this study?

-The author(s) acknowledged in the introduction and in the conclusion about the author(s) different point of view of strategy pillars from previous studies. However, the discussion about the differences and why the author(s) point of view is more relevant is not elaborated either in the literature review or the results' discussion.

Current comments:

Reading the author(s) response, I don't think that the author(s) gave significant effort to improve such issues. Author(s) indeed provide in more details ten proposed indicators (indicators means the dimensions/elements of the pillars itself in the author(s)'s point of view) of his/her/their strategic pillars by citing random literature, but the discussion regarding what the various dimensions/elements of strategic pillars from the previous empirical studies is still poorly addressed (only little concern in the Introduction). Consequently, the discussion about why the author(s) point of view regarding the pillars is more relevant than that of previous scholars cannot be fairly elaborated. The author(s) simply said "...Those elements of strategy pillars are different from those of the previous studies and those become the uniqueness of this study" on page 5 in literature review, but "what those of the previous studies are vague. The author(s) should more elaborate the issues in the literature review. I believe if the author(s) can pay more attention into the issues, the literature review (the manuscript as whole) can elevate to a higher level.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Unfortunately, the unavailability of data regarding the type/level of manager (presidents, vice presidents, and so on) for each HEI you studied can be source of selection bias that can hinder the robustness of your results. In addition, the number of HEI you studied relative to the number of Indonesian HEI is also needed to be reported.

The author(s) has only ten dimensions/elements with ten indicators, which means that each dimensions of strategic pillars has only one indicator. In the indicator column (table 3, 4, and 5), it is better if you state the item statement completely instead of only state the phrase "strategic themes...", and so on. So, the readers will be more understand your measurement context. Also, please combine Table 3, 4, and 5 into one table.

I have a doubt to the author(s)'s argument regarding the potential of managers' desirability bias and also Table 11 is relevant enough. Apart from that, in case the author(s) conducted the in-dept interviews for several cases (managers) and the results contributed to the measurement validity, the author(s) better describe the story in methodology instead of in the discussion and better imbue it into the design.

The author(s) stated that "Indicators No 1 (teaching productivity) and some other indicators are reported in universities' management reports, but unfortunately the information is not publicly available". If some indicators are objective-based data available in the university report, while the author(s) collected the data using a Likert-scale-based questionnaire in which the respondents varied from the president to a head of research Centre or a unit director, I believe that the author(s) will have a response bias. Moreover, the author(s) have no data regarding the level of managers for their respondents and how the statement of the indicators (such as teaching productivity) is formulated.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: How the table presented is needed to be refined. Many tables don't correlate to the quality of the manuscript. It is not so efficient. Too many tables that are not necessary to be decomposed. For example, Table 3, 4, and 5 can be combine into one table. Author(s) also can combine several tables into one. I don't think that Table 11 is relevant. The author(s) also have Figure 3 for IPMA analysis. For me, it is repetitive to also have table 12 & 13.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: enough.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: decent. Native-copy editing may be needed.



International Journal of Productivity and Performance Management - IJPPM-01-2019-0041.R2

1 message

International Journal of Productivity and Performance Management

Wed, Sep 2, 2020 at 8:25 PM

<onbehalf@manuscriptcentral.com>

Reply-to: jeniwebster123@gmail.com

To: noorlailie-s@feb.unair.ac.id, bambang.tjahjadi@feb.unair.ac.id, farahanmariska@gmail.com

02-Sep-2020

Dear Prof. Tjahjadi,

Your revised manuscript entitled "Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia" has been successfully submitted online and is presently being given full consideration for publication in the International Journal of Productivity and Performance Management.

Your manuscript ID is IJPPM-01-2019-0041.R2.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at <https://mc.manuscriptcentral.com/ijppm> and edit your user information as appropriate.

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Thank you for submitting your manuscript to the International Journal of Productivity and Performance Management.

Yours sincerely,
Jennifer Webster
International Journal of Productivity and Performance Management

<https://orcid.org/0000-0002-9781-729X>



International Journal of Productivity and Performance Management - Author update

1 message

International Journal of Productivity and Performance Management

Sun, Sep 6, 2020 at 6:11
PM

<onbehalf@manuscriptcentral.com>

Reply-to: jeniwebster123@gmail.com

To: noorlailie-s@feb.unair.ac.id, bambang.tjahjadi@feb.unair.ac.id, farahanmariska@gmail.com

06-Sep-2020

Dear Author(s),

It is a pleasure to inform you that your manuscript titled Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia (IJPPM-01-2019-0041.R2) has passed initial screening and is now awaiting reviewer invitation.

The manuscript was submitted by Prof. Bambang Tjahjadi with you listed as a co-author.

As you are listed as a co-author, if you have not already done so please log in to <https://mc.manuscriptcentral.com/ijppm> and check that your account details are complete and correct, these details will be used should the paper be accepted for publication.

Yours sincerely,

Editor, International Journal of Productivity and Performance Management



International Journal of Productivity and Performance Management - Decision on Manuscript ID IJPPM-01-2019-0041.R2

1 message

International Journal of Productivity and Performance Management

Mon, Oct 12, 2020 at 8:43 PM

<onbehalf@manuscriptcentral.com>

Reply-to: luisa.huatuco@york.ac.uk

To: noorlailie-s@feb.unair.ac.id, bambang.tjahjadi@feb.unair.ac.id, farahanmariska@gmail.com

12-Oct-2020

Dear Soewarno, Noorlailie; Tjahjadi, Bambang; Anmariska, Farah

It is a pleasure to accept your manuscript IJPPM-01-2019-0041.R2, entitled "Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia" in its current form for publication in International Journal of Productivity and Performance Management. Please note, no further changes can be made to your manuscript.

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Thank you for your contribution. On behalf of the Editors of International Journal of Productivity and Performance Management, we look forward to your continued contributions to the Journal.

Yours sincerely,

Dr Luisa Huaccho Huatuco

Editor, International Journal of Productivity and Performance Management

luisa.huatuco@york.ac.uk



Self-archiving Instructions

1 message

International Journal of Productivity and Performance Management

<onbehalf@manuscriptcentral.com>

Reply-to: permissions@emeraldinsight.com

To: bambang.tjahjadi@feb.unair.ac.id

Mon, Oct 12, 2020 at 8:43 PM

12-Oct-2020

Dear Soewarno, Noorlailie; Tjahjadi, Bambang; Anmariska, Farah,

“Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia”

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- Include the article abstract (see below).

This study aims to investigate whether strategy pillars have a positive direct effect on organizational productivity performance (OPP) in the Indonesian HEI (Higher Education Institutions) research setting and, if so, whether the effect is mediated by performance management system (PMS).

This study used quantitative research employing partial least square structural equation modeling (PLS-SEM) to test the hypotheses. A mediation model of the research framework was developed to investigate the mediating role of PMS.

Using a sample of 182 Indonesian HEI managers, the results indicate that strategy pillars have a positive effect on OPP. Further analysis shows that PMS partially mediates the strategy pillar - OPP relationship.

This study has limitations. Firstly, the sample size used was relatively small and this may raise the issue of generalization. Secondly, it used a Likert scale and therefore may raise the issue of judgment bias. Lastly, this study is context-specific for Indonesia and caution should be used when generalizing it to other countries.

To enhance the HEIs productivity performance, the HEI managers should develop strong strategy pillars for the purpose of effective strategy formulation and execution.

Strategy pillars have rarely been researched. This study is therefore one of the few studies on strategy pillars. This study also provides new elements related to measuring strategy pillars, PMS and OPP in the context of HEIs in Indonesia as an emerging economy.

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1 message

International Journal of Productivity and Performance Management

Wed, Oct 14, 2020 at 5:54 PM

<onbehalf@manuscriptcentral.com>

Reply-to: jeniwebster123@gmail.com

To: bambang.tjahjadi@feb.unair.ac.id

14-Oct-2020

Dear Prof. Tjahjadi,

Recently, your manuscript entitled 'Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia' (IJPPM-01-2019-0041.R2) was accepted for publication in International Journal of Productivity and Performance Management. This e-mail is a reminder that you have not yet completed a copyright form. We are unable to publish your paper without it.

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If you have any questions, please let me know.

Yours sincerely,

Jennifer Webster

International Journal of Productivity and Performance Management, Editorial Office

jeniwebster123@gmail.com



Update on your article 'Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia'

1 message

<subha.emerald@tnq.co.in>
To: bambang.tjahjadi@feb.unair.ac.id
Cc: emeraldjournals.input@tnq.co.in

Sat, Oct 17, 2020 at 11:16 AM



Dear Bambang Tjahjadi,

Article Title: Does PMS influence the strategy pillars-OPP relationship? Evidence from HEIs in Indonesia
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