

From: "Asdani Kindarto" <asdani@gmail.com>

To: "Donald Gardner" <dgardner@uccs.edu>

Date: 1/21/2020 9:33:15 AM

Subject: Re: FW: PPMR - Decision on Manuscript ID PPMR-2019-0085.R1

Hi Professors,

It means that I must add on the table both of leader and employee demographic information, i.e, gender, education, tenure, and IT experience for the correlation matrix, is this right?

Then for the control variables, the recent model use IT Leader Experience and IT Employee Experience, so I must add only employee tenure and leader tenure, or both of those instead of IT Leader Experience and IT Employee Experience?

And how about the CFA, I need to recalculate the CFA right?

Thanks!

Regards,
Dani

On Tue, Jan 21, 2020 at 2:25 AM Donald Gardner <dgardner@uccs.edu > wrote:

Hi Dani and Yu-Qian,

We have some good news, for a change. Our study has been *conditionally accepted*, so it won't go out to the reviewers again. However, the conditions for the acceptance will be challenging, especially reducing it to 40 pages. It is currently 51 pages.

I will make a first pass at reducing the length. The introduction is bloated, because of all the reviewer comments we responded to over the years. Hopefully, I can reduce the length without sacrificing clarity.

Dani, I need for you to run the model again, with some additional controls (see editor requirement about reviewer 2's final comment, below). Please run them again with employee tenure as a control variable. We already controlled for education/IT experience, and the team sizes are all three. We should also add tenure, education, IT experience, and gender to the correlation matrix (Table 2).

As a reminder, there is a risk that the publisher of the MLQ (Mindgarden) will know that we used their measure without paying fees. Yu-Qian, if you have the funds, it would be prudent (and legal) to pay for the use of the measures before this is published.

Cheers,

Don

Professor Donald G. Gardner

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From: Public Performance & Management Review <onbehalf@manuscriptcentral.com> >
Sent: Saturday, January 18, 2020 5:59 PM
To: Donald Gardner <dgardner@uccs.edu> >
Subject: PPMR - Decision on Manuscript ID PPMR-2019-0085.R1

18-Jan-2020

Dear Dr Gardner,

Congratulations! Thank you for submitting your manuscript "Full Range Leadership Styles and Government IT Team Performance: The Critical Roles of Follower and Team Competence" PPMR-2019-0085.R1.

We have decided to accept your manuscript for publication with minor revisions. Please address the residual concerns of the reviewers as attached in this email. **I would like you to pay careful attention to additional comments from Reviewer 2.**

Although I will not send the manuscript out for further review, PLEASE be sure to describe to me in your letter to me accompanying the submission how the manuscript has been revised in light of Reviewer 2's remaining suggestions.

Please note the following:

1. Please address the remaining concerns and make any additional changes in your manuscript and send that back to me. Please explain how you address or do not address the concerns and why in your email (or cover letter) to me. We want the best possible manuscript.
2. Please reformat the manuscript according to PPMR's publication guideline, which will prevent delays in the publication of your manuscript. Manuscripts not conforming to the guideline will be returned for corrections.

Make sure that all fonts are in size 12.

Remove all tables and diagrams from the manuscript and place them in separate Word document.

You must indicate where in your manuscript the tables and figures should be placed. Please note, if you include any graphics, these should also be sent in a separate file.

Please make the manuscript no more than 40 pages, with everything included.

Include a brief bio about yourself (no more than a paragraph) and your contact information (mailing address, email, phone number) in the author bio file.

3. Please cite relevant recent PPMR publications.

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This will direct you to the first page of your revised manuscript.

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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 aim for the timely publication of manuscripts submitted to PPMR, please upload your revised manuscript as soon as possible and before 17-Feb-2020.

Again, congratulations on the acceptance of your manuscript. We thank you for considering PPMR as an outlet for your creative activities. I hope to get a final version of your manuscript soon.

Regards,

Sanjay K. Pandey, PhD

Associate Editor, Public Performance and Management Review Shapiro Professor of Public Policy and Public Administration The George Washington University

Reviewer(s)' Comments to Author:

Reviewer: 1

Comments to the Author

I appreciate the author(s) diligent work revising the manuscript to address my concerns and suggestions. The manuscript stands much stronger, and I want to take the opportunity to congratulate the author(s) on a job well done. I'm recommending accept provided a final check of references.

Reviewer: 2

Comments to the Author

PPMR-2019-0085 "Full Range Leadership Styles and Government IT Team Performance: The Critical Roles of Followers and Team Competence."

The authors adequately addressed many concerns that I had on the previous version of the manuscript. I especially appreciate the authors' notes on why this topic is particularly important for public management literature.

The introduction, however, is a bit long and I do believe that some of those components can be incorporated in the theory development (the discussions on leadership and team performance) and data and methods (the context (or even in the theory development section)). Yet, I also think that these are just different writing styles. Thus, if the editor is OK with this point, I am fine with it too.

Lastly, I apologize for not bringing up last time but was wondering whether the authors could account for some other control variables at the different levels (e.g., team size, employee tenure, etc.). Controlling for potential confounders is important for conducting a scientifically rigorous study. Thank you.