

BUKTI KORESPONDENSI

Judul Artikel	:	Empowering innovation: how coaching leadership shapes employee behavior through well-being
Jurnal	:	Cogent Business and Management
Penulis	:	Justine Tanuwijaya. Anastasia MD Batmomolin, Jimmy S Hadi

No	Perihal	
1	Bukti konfirmasi submit artikel	10 Desember 2024
2	Bukti hasil review pertama	19 Februari 2025
3	Bukti artikel revisi pertama	
4	Bukti hasil review kedua	7 April 2025
5	Bukti artikel revisi kedua	
6	Bukti hasil review ketiga	29 April 2025
7	Bukti artikel review ketiga	
8	Bukti hasil review keempat	29 Agustus 2025
9	Bukti artikel review keempat	
10	Bukti konfirmasi artikel accepted	19 September 2025

Catatan : yang diberi warna kuning adalah bukti korespondensi jurnal dengan saya

10 Desember 2024 (Submit Artikel)

----- Forwarded message -----

Dari: <QABM-peerreview@journals.taylorandfrancis.com>

Date: Sel, 10 Des 2024 pukul 11.41

Subject: Submission received for Cogent Business & Management (Submission ID: 248706446)

To: <marianaitab@gmail.com>

Dear Anastasia MD Batmomolin,

Thank you for your submission.

Submission ID 248706446
Manuscript Title Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being
Journal Cogent Business & Management
Article Publishing Charge (APC) USD \$2195.0 (plus VAT or other local taxes where applicable in your country)

**APC only payable if your article is accepted*

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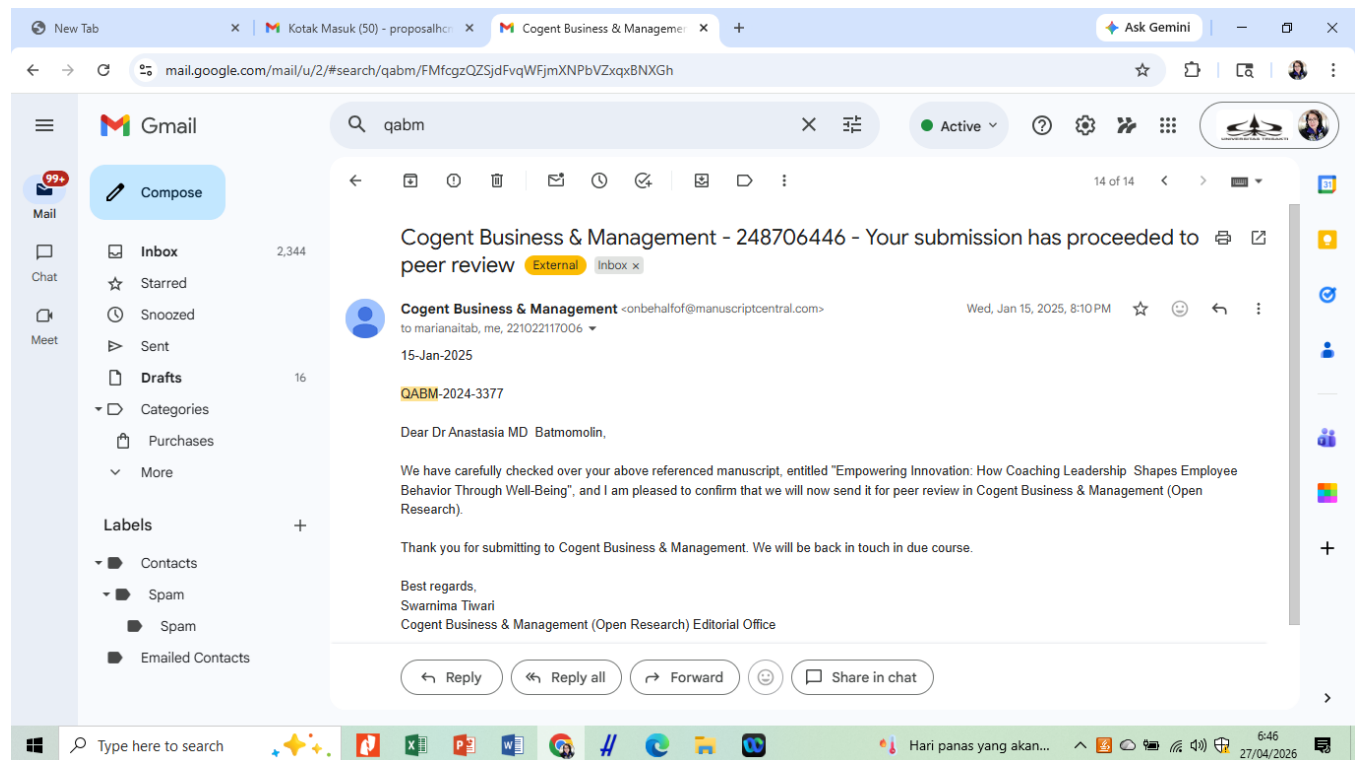
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For any queries relating to your APC, please get in touch with APC@tandf.co.uk

Kind Regards,
Cogent Business & Management Editorial Office

Bukti Korespondensi Cogent Business and Management (Langsung Kepada Saya)

15 Januari 2025 (Artikel masuk dalam proses peer review)



15 Januari 2025

Cogent Business & Management - 248706446 - Your submission has proceeded to peer review

External

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Cogent Business & Management <onbehalfof@manuscriptcentral.com>
to marianaitab, me, 221022117006

Jan 15, 2025,
8:10 PM

15-Jan-2025

QABM-2024-3377

Dear Dr Anastasia MD Batmomolin,

We have carefully checked over your above referenced manuscript, entitled "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being", and I am pleased to confirm that we will now send it for peer review in Cogent Business & Management (Open Research).

Thank you for submitting to Cogent Business & Management. We will be back in touch in due course.

Best regards,
Swarnima Tiwari
Cogent Business & Management (Open Research) Editorial Office

19 Februari 2025 (Cogent Business & Management Meminta Revisi)

The screenshot shows a Gmail interface on a desktop browser. The email subject is "248706446 (Cogent Business & Management (Open Research)) A revise decision has been made on your submission". The sender is "Cogent Business & Management" with the email address "onbehalfof@manuscriptcentral.com". The email is dated "Wed, Feb 19, 2025, 8:06 PM". The body of the email contains the following text:

Ms. No. 248706446

Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being
Cogent Business & Management (Open Research)

Dear Dr Anastasia MD Batmomolin:

Your manuscript, "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being" submitted to Cogent Business & Management (Open Research), has now been reviewed.

The reviewer comments suggest that if you complete minor revisions, your manuscript could be accepted for publication.

The screenshot also shows the Gmail sidebar with folders like Compose, Inbox (2,344), Starred, Snoozed, Sent, Drafts (16), Categories, and Labels. The Windows taskbar at the bottom shows the date as 27/04/2026 and the time as 6:51.

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Your revision is due by 05-Mar-2025.

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- 2) Show any changes to the text, by using a different color font or by highlighting the changes (please do not use the Track Changes feature in Microsoft Word).
- 3) Any figures should be saved as either .ps, .eps, .tif or .jpeg file types. If you have built your paper in LaTeX, please ensure that all relevant .sty, .bib, .cl etc. supplementary files are included so that the manuscript can be correctly built.
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Thank you for submitting your manuscript to Cogent Business & Management (Open Research). I look forward to receiving your revision.

Sincerely,

Dr Zuhair Abbas
Deputy Academic Editor
Cogent Business & Management (Open Research)

Editor Comments:

Deputy Academic Editor: 1
DAE Comments to Author:
Dear Authors

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You need to address the comments of both reviewers accordingly and submit your revised version of manuscript.

See below mentioned raised concerns by Reviewers':

Comments Reviewer 1:
I appreciate your efforts in conducting this study however, it can be made publishable by addressing the stated points and answering the questions raised:

The area of research and topic is interesting however, the authors fail to pitch their idea correctly.
The authors fail to justify the need for the study.
The literature review is recurring without justification and theoretical support.
Hypotheses are underdeveloped.
The methodology section is poorly managed—no appropriate justification for the population sample and the instrument used.
The analysis part is poorly executed. Benchmarks are kept very low even though actual values are quite high.
No measure of validity is reported.
Hypotheses outcomes are casually reported without any justification or explanation.
No theoretical contributions are given.

Additional Questions:
Does the article fall within the aims and scope of the journal?: Yes

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Are the Title, Abstract and Introduction clear?: No

Is the objective / hypothesis clearly stated?: No

Is the methodology sufficiently detailed and reproducible?: Yes

Is the statistical methodology appropriate?: No

Do any figures and tables presented in the article accurately represent the findings of the article?: Yes

Have the authors made available any data, novel code and/or software that contributed to this research?: Not applicable

Are the results and analysis sound?: No

Is the interpretation and discussion sound?: No

Are the conclusions of the article supported by the results?: Yes

Are references relevant and appropriate throughout, with all key references included?: Yes

Comments Reviewer 2:
Comments for Improvement:

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Comments for Improvement:

- Clarify the Contribution
 - The study does a good job of highlighting the role of coaching leadership in employee well-being and behavior. However, further emphasis should be placed on how this study fills a specific research gap, especially in the context of Asian banking industries.
 - The contribution of this study to leadership and innovation research should be more explicitly stated in the Introduction and Discussion sections.
- Theoretical Framework Expansion
 - While the paper references key leadership theories, it could benefit from a stronger discussion on how coaching leadership differs from other leadership styles, particularly transformational or servant leadership.
 - Consider adding more depth on how employee well-being functions as a mediator in leadership research.
- Justification of Sample Size and Methodology
 - The study includes 181 participants, but there is no clear justification for how this sample size was determined as sufficient.
 - The study also uses convenience sampling, which should be acknowledged as a limitation more explicitly in the Limitations and Future Research Directions section.
 - Explain how external validity is ensured given the focus on only two private banks in Indonesia.
- Statistical Analysis Details
 - The AMOS version 22.0 was used for analysis, but additional details on model fit indices and the decision-making process for hypothesis support should be provided.
 - Report the confidence intervals and effect sizes for better transparency of statistical significance.
- Expand on the Non-Significant Finding (H3: CL → EIB)
 - The study found that coaching leadership does not have a direct impact on employee innovative behavior, contradicting prior research.
 - Consider discussing alternative explanations, such as industry-specific factors or cultural aspects that may influence this relationship.
- Improve the Literature Review Organization
 - The Literature Review section could be better structured by distinguishing more clearly between theoretical background and empirical findings.

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Deputy Academic Editor: 2

Comments to Author: (There are no comments.)

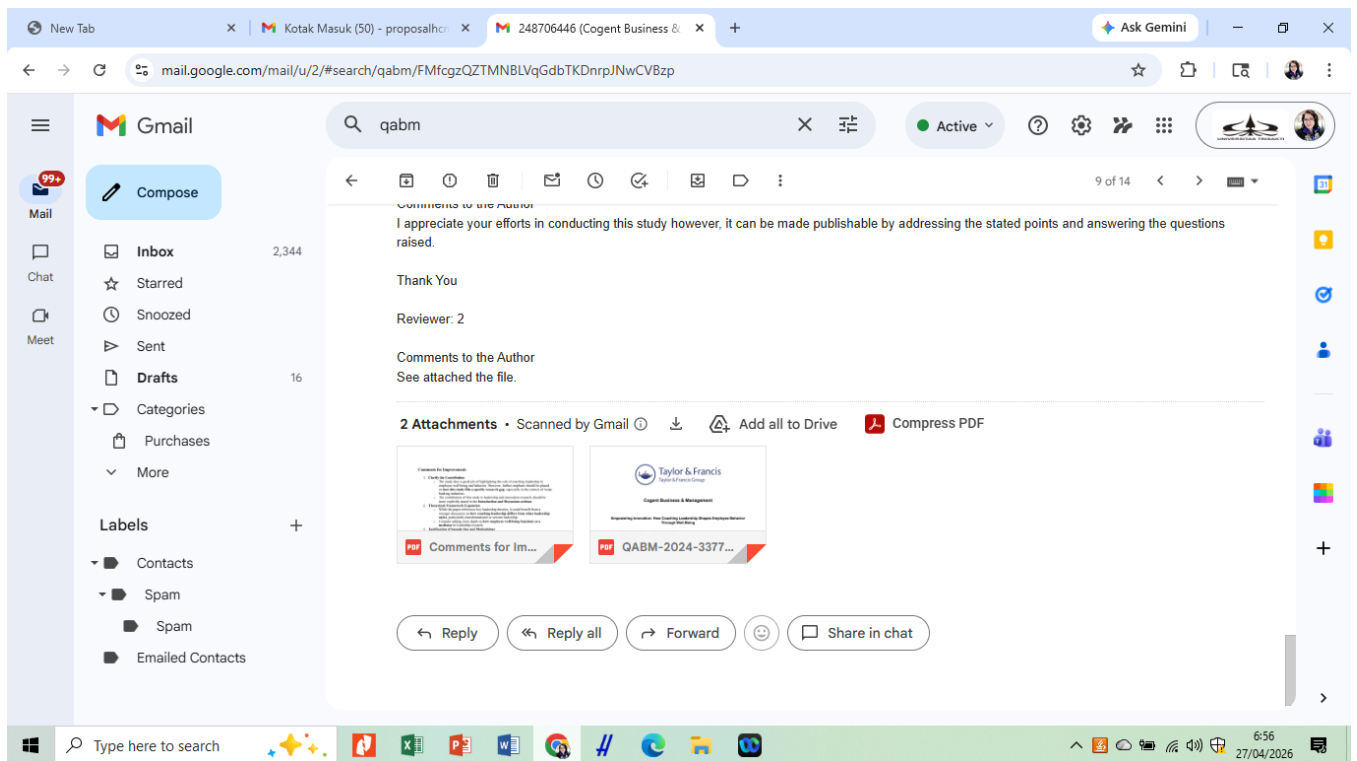
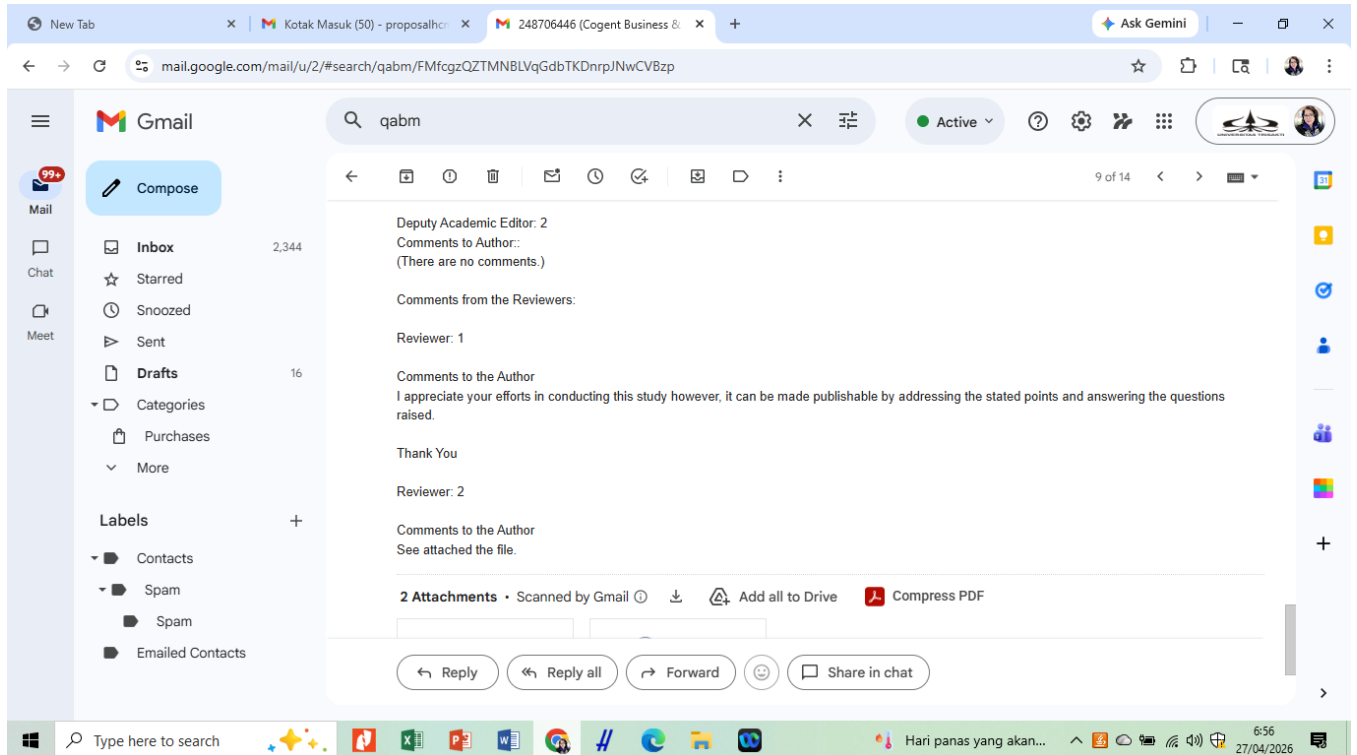
Comments from the Reviewers:

Reviewer: 1

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- 4) Make sure to refer to the formatting requirements for this journal found on the journal's Information for Authors page here:[include journals IFA link].
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Additional Questions:

Does the article fall within the aims and scope of the journal?: Yes

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Is the objective / hypothesis clearly stated?: No

Is the methodology sufficiently detailed and reproducible?: Yes

Is the statistical methodology appropriate?: No

Do any figures and tables presented in the article accurately represent the findings of the article?: Yes

Have the authors made available any data, novel code and/or software that contributed to this

research?: Not applicable

Are the results and analysis sound?: No

Is the interpretation and discussion sound?: No

Are the conclusions of the article supported by the results?: Yes

Are references relevant and appropriate throughout, with all key references included?: Yes

Comments Reviewer 2:

Comments for Improvement:

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Deputy Academic Editor: 2
Comments to Author::
(There are no comments.)

Comments from the Reviewers:

Reviewer: 1

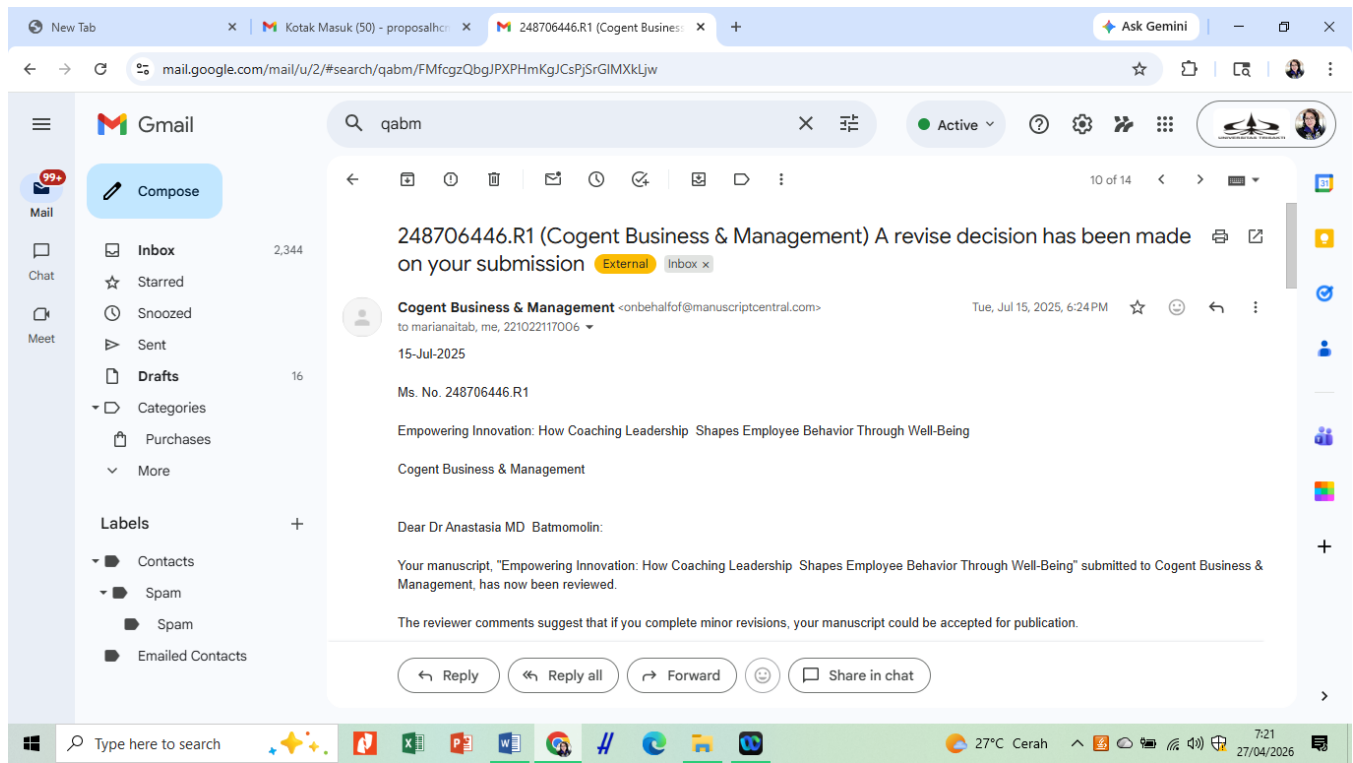
Comments to the Author
I appreciate your efforts in conducting this study however, it can be made publishable by addressing the stated points and answering the questions raised.

Thank You

Reviewer: 2

Comments to the Author
See attached the

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Sincerely,
 Dr Jeffrey Muldoon
 Academic Editor, Cogent Business & Management

Editor Comments:
 Deputy Academic Editor: 1
 DAE Comments to Author:
 Dear Authors,

Please revise your manuscript as per comments by reviewers.

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Reviewers' recommendations and comments:
Reviewer: 1

Recommendation: Minor Revision

Comments:
Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.
- 3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.
- 4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.
- 5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

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Reviewer: 2
Recommendation: Major Revision

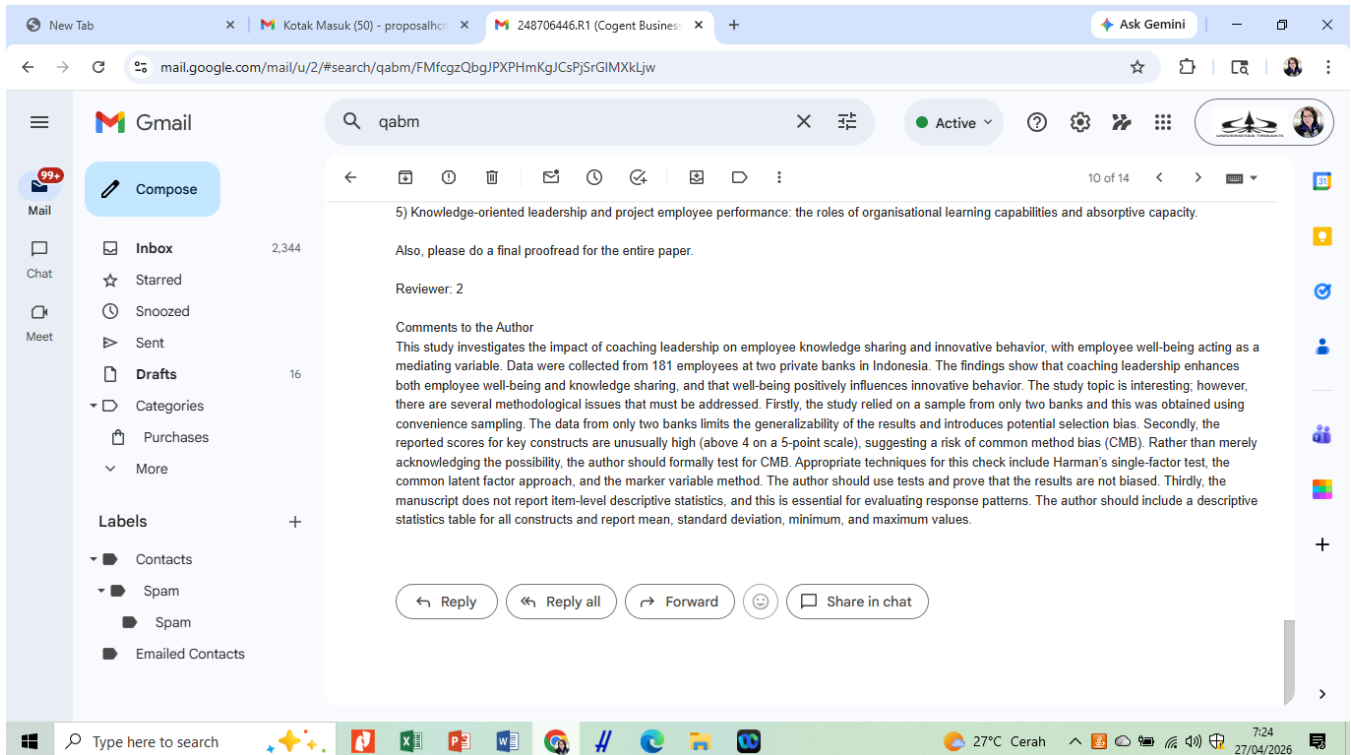
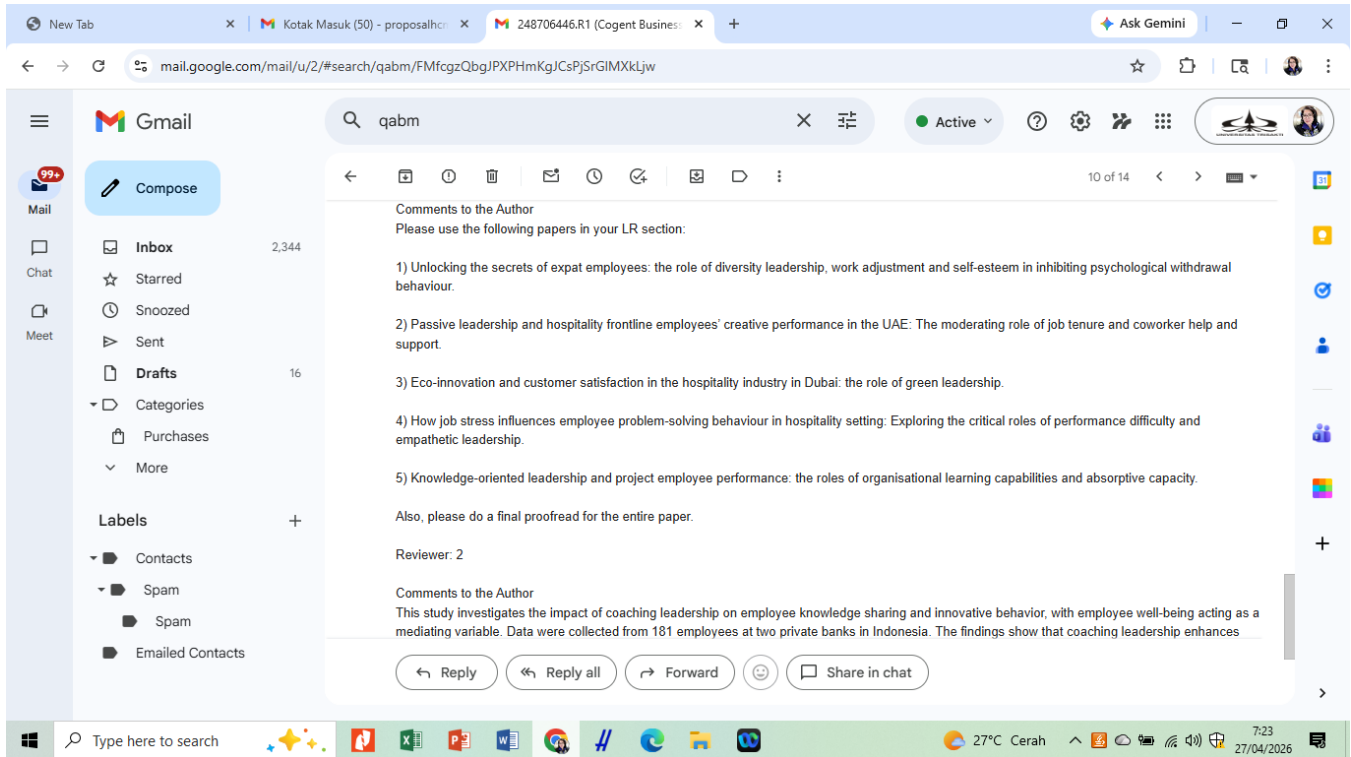
This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

Deputy Academic Editor: 2
Comments to Author: (There are no comments)

Comments from the Reviewers:
Reviewer: 1

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Your revision is due by 29-Jul-2025.

If you would like to submit a revision, please:

- 1) Submit a list of changes or a rebuttal against each point in the reviewer comments. More information can be found here: <https://authorservices.taylorandfrancis.com/publishing-your-research/peer-review/#respondtoreviewers>
- 2) Show any changes to the text, by using a different color font or by highlighting the changes (please do not use the Track Changes feature in Microsoft Word).
- 3) Any figures should be saved as either .ps, .eps, .tif or .jpeg file types. If you have built your paper in LaTeX, please ensure that all relevant .sty, .bib, .cl etc. supplementary files are included so that the manuscript can be correctly built.
- 4) Make sure to refer to the formatting requirements for this journal found on the journal's Information for Authors page here:[include journals IFA link].
- 5) Upload all source files including a clean copy of your manuscript as well as the version with changes.

IMPORTANT: Your original files are available to you when you upload a revision. Please delete any files that you do not want to include with your revision.

To submit a revision, go to:

<https://rp.tandfonline.com/submission/flow?submissionId=248706446.R1&step=1>.

For further assistance, please contact the Editorial Office team at QABM-peerreview@journals.taylorandfrancis.com

If you do not want to submit a revision, please respond to this email with the text: 'Decline to revise'. If no revision is received by 29-Jul-2025, your manuscript will be withdrawn.

You may request an extension of the due date of 29-Jul-2025 by contacting the journal.

Thank you for submitting your manuscript to Cogent Business & Management. I look forward to receiving your revision.

Sincerely,
Dr Jeffrey Muldoon
Academic Editor, Cogent Business & Management

Editor Comments:
Deputy Academic Editor: 1
DAE Comments to Author:
Dear Authors,

Please revise your manuscript as per comments by reviewers.

Reviewers' recommendations and comments:
Reviewer: 1

Recommendation: Minor Revision

Comments:
Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.
- 3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.
- 4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.
- 5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

Reviewer: 2
Recommendation: Major Revision

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point

scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

Deputy Academic Editor: 2
Comments to Author::
(There are no comments.)

Comments from the Reviewers:

Reviewer: 1

Comments to the Author

Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.
- 3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.
- 4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.
- 5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

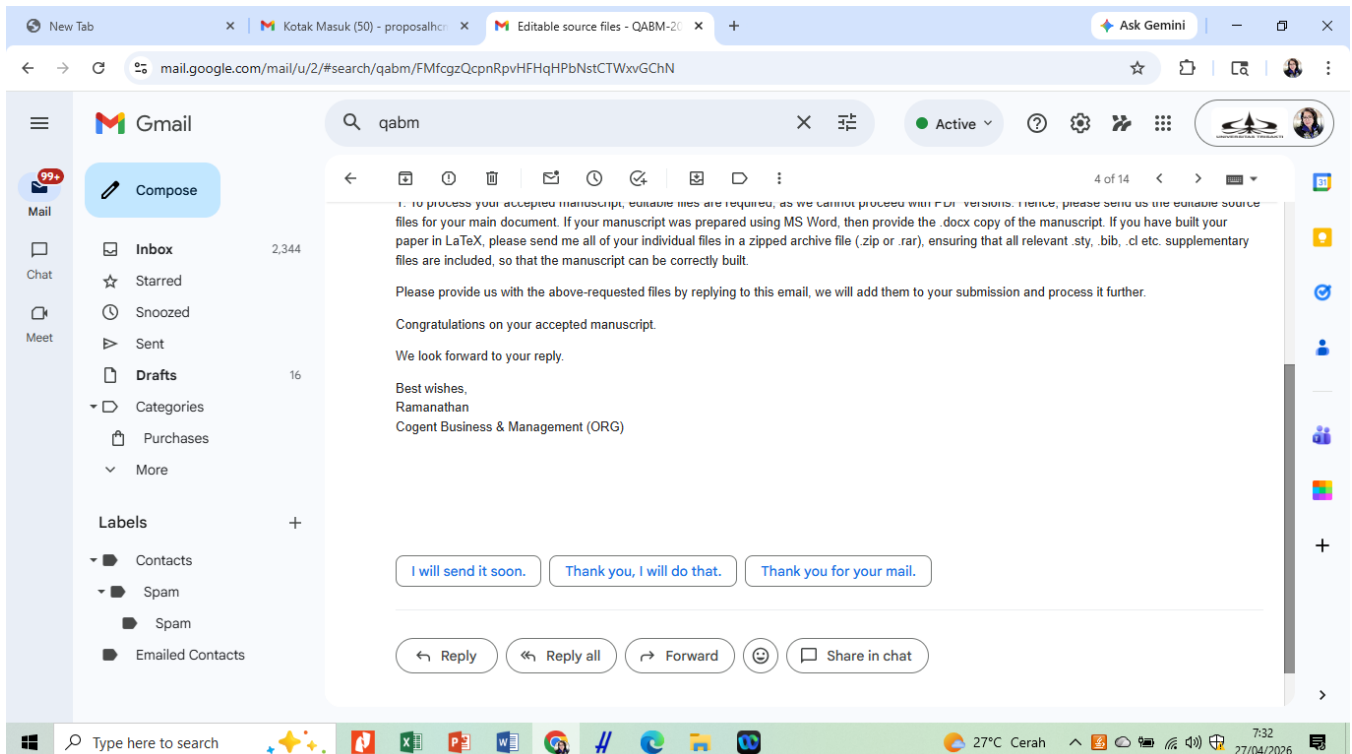
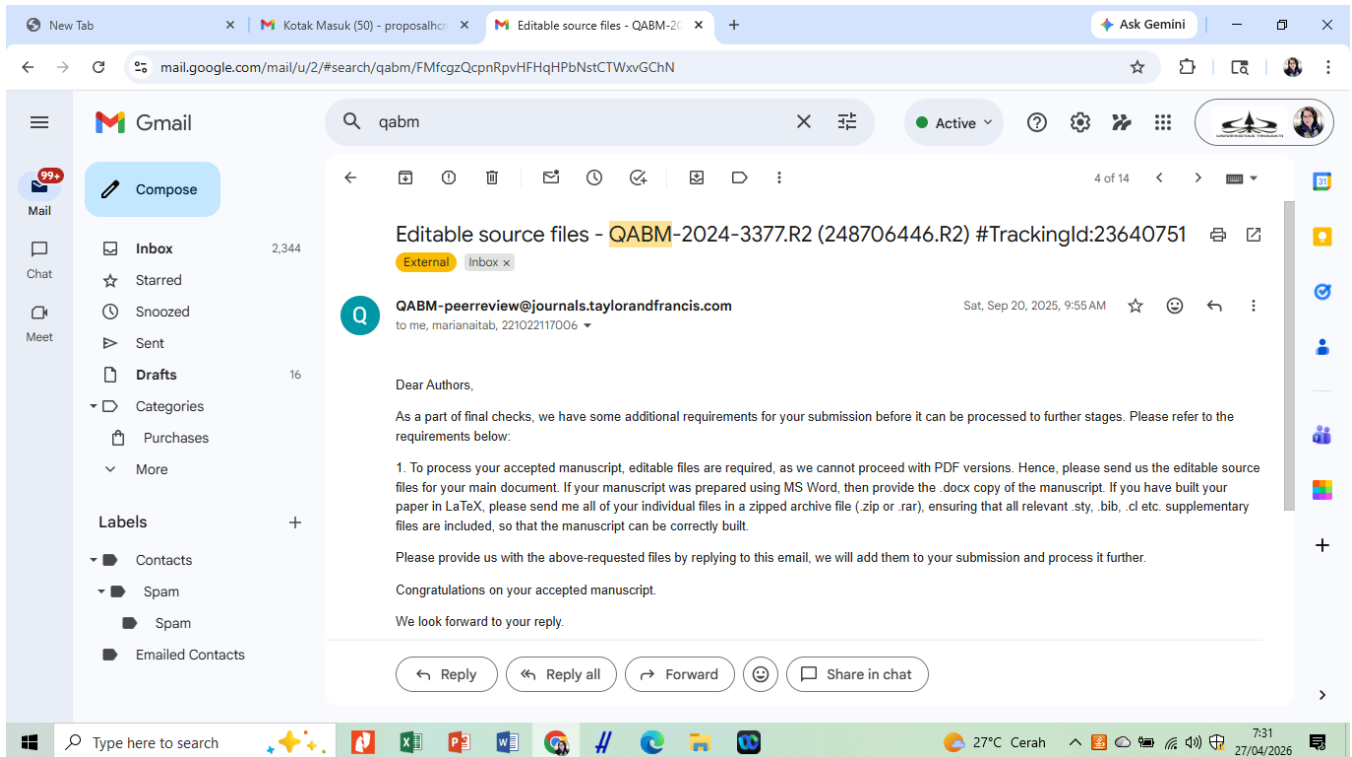
Reviewer: 2

Comments to the Author

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check

include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

20 September 2025



20 September 2025

Editable source files - QABM-2024-3377.R2 (248706446.R2)

#TrackingId:23640751

QABM-peerreview@journals.taylorandfrancis.com

Sep 20, 2025,
9:55 AM

to me, marianaitab, 221022117006

Dear Authors,

As a part of final checks, we have some additional requirements for your submission before it can be processed to further stages. Please refer to the requirements below:

1. To process your accepted manuscript, editable files are required, as we cannot proceed with PDF versions. Hence, please send us the editable source files for your main document. If your manuscript was prepared using MS Word, then provide the .docx copy of the manuscript. If you have built your paper in LaTeX, please send me all of your individual files in a zipped archive file (.zip or .rar), ensuring that all relevant .sty, .bib, .cl etc. supplementary files are included, so that the manuscript can be correctly built.

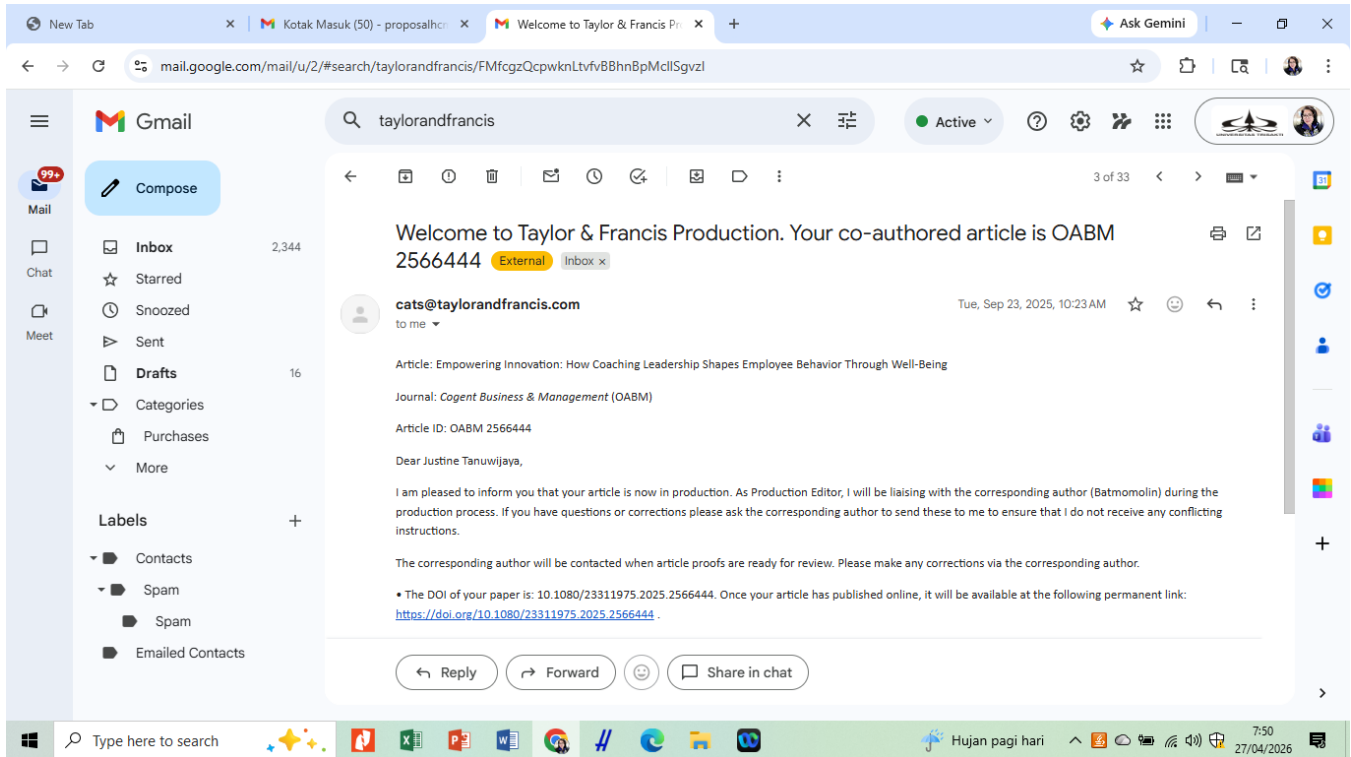
Please provide us with the above-requested files by replying to this email, we will add them to your submission and process it further.

Congratulations on your accepted manuscript.

We look forward to your reply.

Best wishes,
Ramanathan
Cogent Business & Management (ORG)

23 September 2025



23 September 2025 (Artikel diterima)

Welcome to Taylor & Francis Production. Your co-authored article is OABM 2566444

cats@taylorandfrancis.com

Sep 23, 2025,
10:23 AM

to me

Article: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Journal: *Cogent Business & Management* (OABM)

Article ID: OABM 2566444

Dear Justine Tanuwijaya,

I am pleased to inform you that your article is now in production. As Production Editor, I will be liaising with the corresponding author (Batmomolin) during the production process. If you have questions or corrections please ask the corresponding author to send these to me to ensure that I do not receive any conflicting instructions.

The corresponding author will be contacted when article proofs are ready for review. Please make any corrections via the corresponding author.

• The DOI of your paper is: 10.1080/23311975.2025.2566444. Once your article has published online, it will be available at the following permanent link: <https://doi.org/10.1080/23311975.2025.2566444> .

You will be sent a message alerting you to the publication of your article on Taylor & Francis Online (<https://cats.informa.com/PTS/in?t=lop&m=2566444&op=2>). To ensure that you receive your alerts and information from Taylor & Francis Online, please add info@tandfonline.com to your safe senders list.

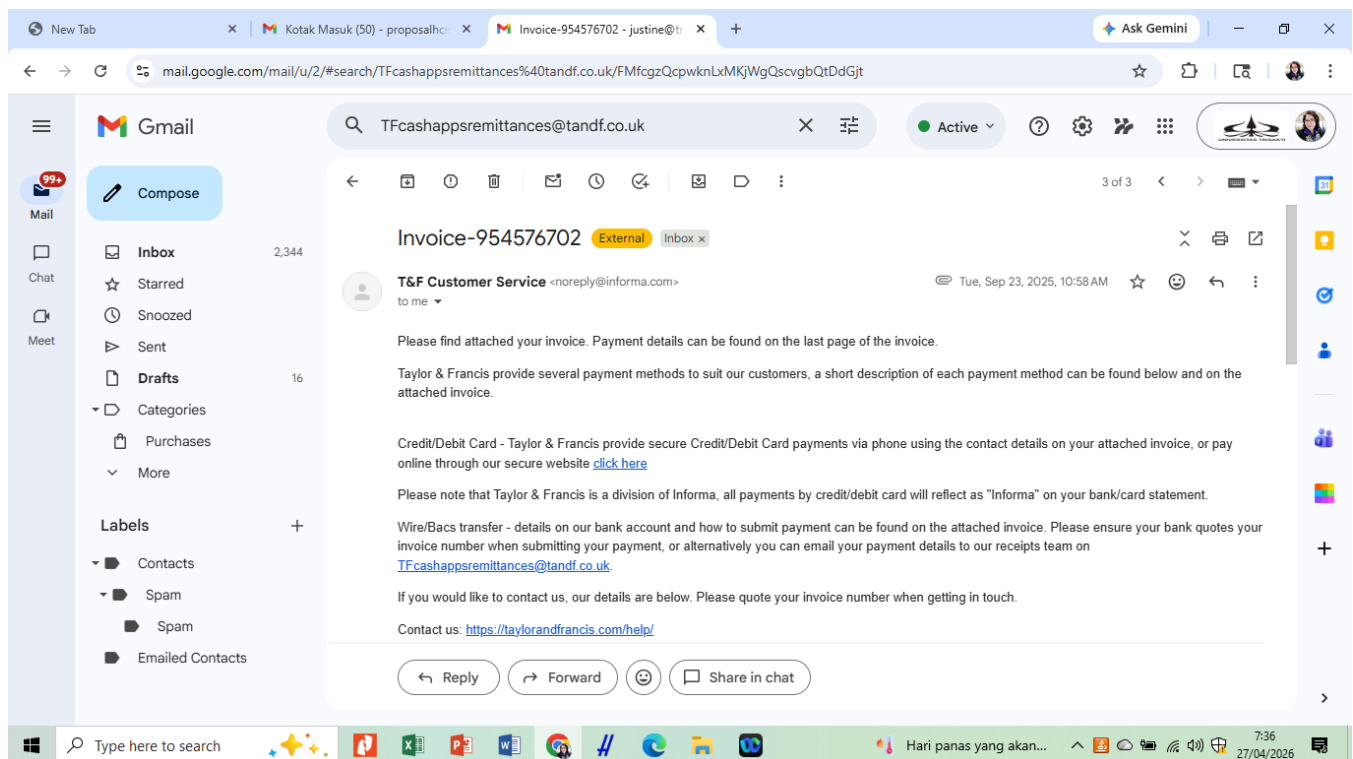
Please visit our author services website for more [information about the production process](#) or for [guidance on authors' rights, promoting your article](#), and other useful topics.

Yours sincerely,

Keerthana Pinagabani

INDIA

[Email:OABM-production@journals.tandf.co.uk](mailto:OABM-production@journals.tandf.co.uk)



Invoice-954576702 (Tagihan untuk APC)

Please find attached your invoice. Payment details can be found on the last page of the invoice.

Taylor & Francis provide several payment methods to suit our customers, a short description of each payment method can be found below and on the attached invoice.

Credit/Debit Card - Taylor & Francis provide secure Credit/Debit Card payments via phone

using the contact details on your attached invoice, or pay online through our secure website [click here](#)

Please note that Taylor & Francis is a division of Informa, all payments by credit/debit card will reflect as "Informa" on your bank/card statement.

Wire/Bacs transfer - details on our bank account and how to submit payment can be found on the attached invoice. Please ensure your bank quotes your invoice number when submitting your payment, or alternatively you can email your payment details to our receipts team on TFcashappsremittances@tandf.co.uk.

If you would like to contact us, our details are below. Please quote your invoice number when getting in touch.

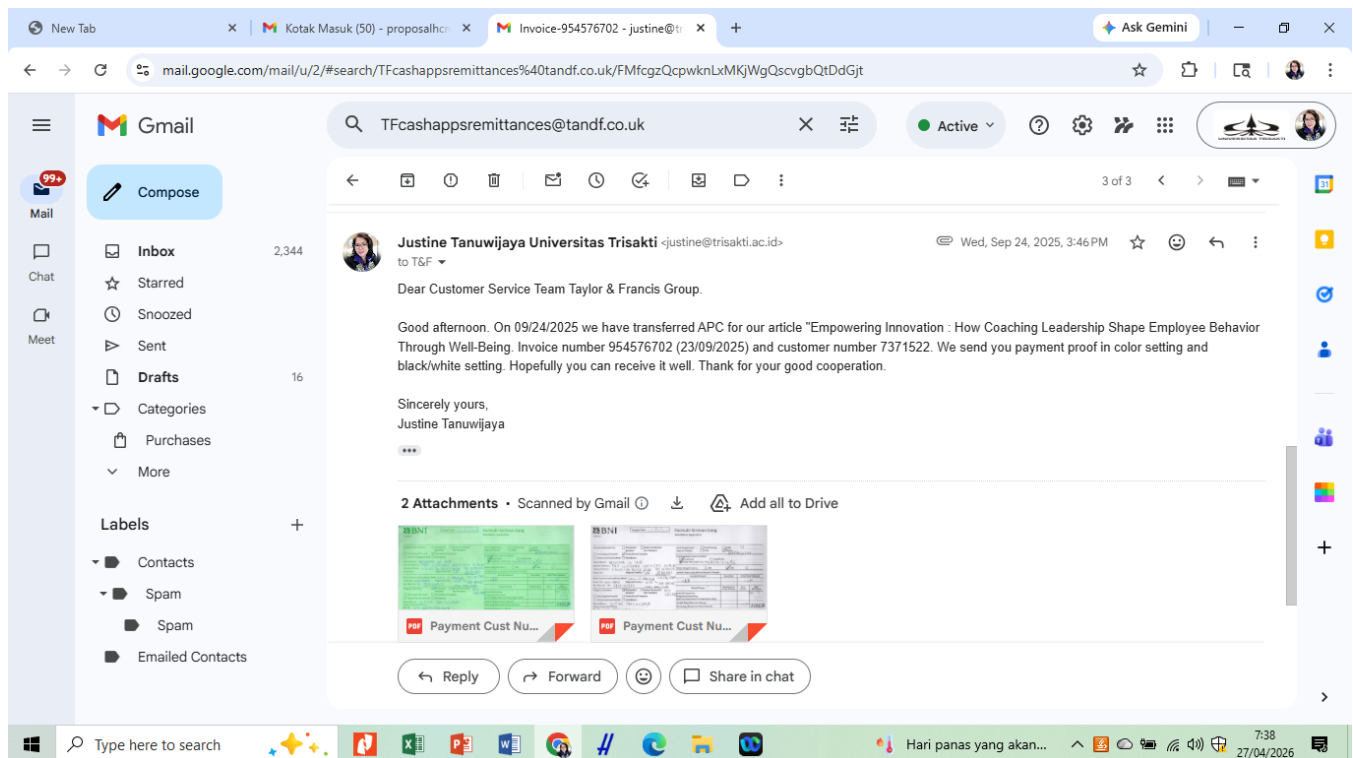
Contact us: <https://taylorandfrancis.com/help/>

Kind Regards

Customer Service Team

Taylor & Francis Group

24 September 2025 (Authors Melakukan Pembayaran APC Melalui Transfer)



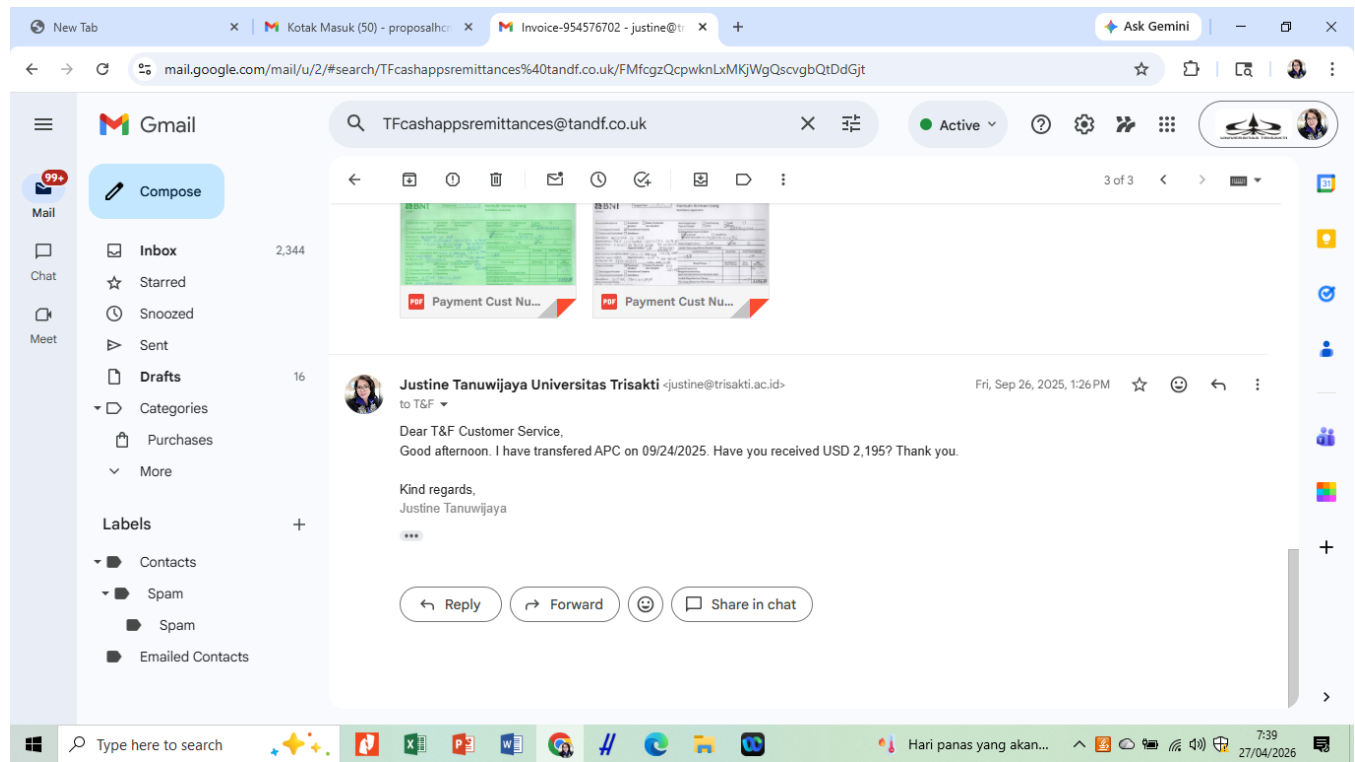
Dear Customer Service Team Taylor & Francis Group.

Good afternoon. On 09/24/2025 we have transferred APC for our article "Empowering Innovation : How Coaching Leadership Shape Employee Behavior Through Well-Being.

Invoice number 954576702 (23/09/2025) and customer number 7371522. We send you payment proof in color setting and black/white setting. Hopefully you can receive it well. Thank for your good cooperation.

Sincerely yours,
Justine Tanuwijaya

26 September 2025



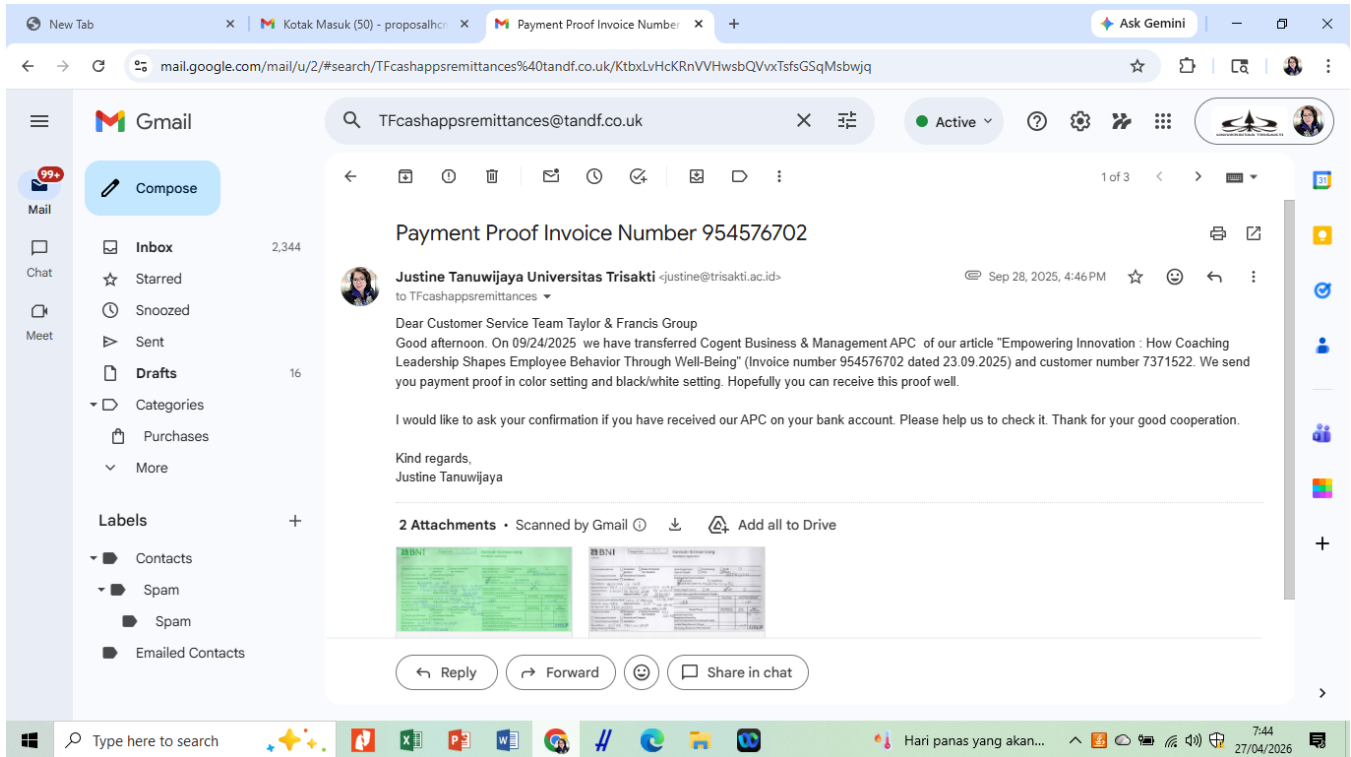
Justine Tanuwijaya Universitas Trisakti <justine@trisakti.ac.id> Fri, Sep 26, 2025, 1:26 PM

to T&F

Dear T&F Customer Service,
Good afternoon. I have transfered APC on 09/24/2025. Have you received USD 2,195? Thank you.

Kind regards,
Justine Tanuwijaya

28 September 2025



Payment Proof Invoice Number 954576702

Justine Tanuwijaya Universitas Trisakti <justine@trisakti.ac.id>

Sep 28, 2025,
4:46 PM

to TFcashappsremittances

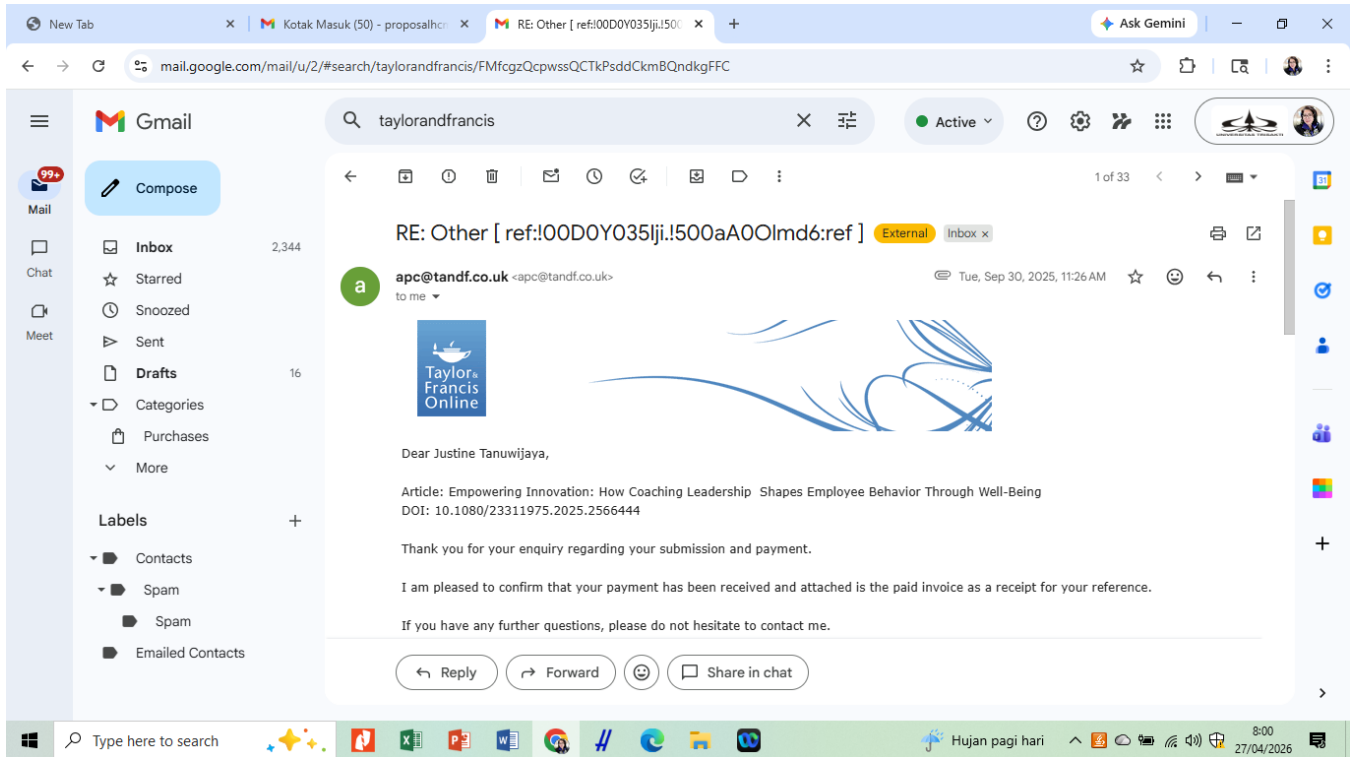
Dear Customer Service Team Taylor & Francis Group

Good afternoon. On 09/24/2025 we have transferred Cogent Business & Management APC of our article "Empowering Innovation : How Coaching Leadership Shapes Employee Behavior Through Well-Being" (Invoice number 954576702 dated 23.09.2025) and customer number 7371522. We send you payment proof in color setting and black/white setting. Hopefully you can receive this proof well.

I would like to ask your confirmation if you have received our APC on your bank account. Please help us to check it. Thank for your good cooperation.

Kind regards,
Justine Tanuwijaya

30 September 2025 (Pihak Jurnal Mengkonfirmasi Sudah Menerima Transfer APC)



30 September 2025

apc@tandf.co.uk <apc@tandf.co.uk>

Tue, Sep 30, 2025,
11:26 AM

to me

Dear Justine Tanuwijaya,

Article: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being
DOI: 10.1080/23311975.2025.2566444

Thank you for your enquiry regarding your submission and payment.

I am pleased to confirm that your payment has been received and attached is the paid invoice as a receipt for your reference.

If you have any further questions, please do not hesitate to contact me.

Kind regards,
Emily Tan
Customer Service Representative

Taylor & Francis Customer Services
www.tandfonline.com

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Bukti Korespondensi Cogent Business and Management

10 Desember 2024 (Submit Artikel)

----- Forwarded message -----

Dari: <QABM-peerreview@journals.taylorandfrancis.com>

Date: Sel, 10 Des 2024 pukul 11.41

Subject: Submission received for Cogent Business & Management (Submission ID: 248706446)

To: <marianaitab@gmail.com>

Dear Anastasia MD Batmomolin,

Thank you for your submission.

Submission ID	248706446
Manuscript Title	Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being
Journal	Cogent Business & Management
Article Publishing Charge (APC)	USD \$2195.0 (plus VAT or other local taxes where applicable in your country)

**APC only payable if your article is accepted*

If you made the submission, you can check its progress and make any requested revisions on the [Author Portal](#).

Thank you for submitting your work to our journal.
If you have any queries, please get in touch with QABM-peerreview@journals.taylorandfrancis.com.

For any queries relating to your APC, please get in touch
with APC@tandf.co.uk

Kind Regards,
Cogent Business & Management Editorial Office

11 Desember 2024 (Informasi dari Cogent Business and Management)

Dari: **Cogent Business & Management** <onbehalfof@manuscriptcentral.com>

Date: Rab, 11 Des 2024 pukul 19.18

Subject: : Cogent Business & Management (Open Research) - 248706446 - Changes
required to your submission

To: <marianaitab@gmail.com>

11-Dec-2024

Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior
Through Well-Being

Dear Dr Anastasia MD Batmomolin

Thank you for submitting your research article.

Technical checks have been completed on your manuscript and it does not currently
meet the requirements of the journal.

Please make changes on the below points and resubmit your updated manuscript:

1. While conducting checks on your manuscript we noted that figure 1 has not been
referenced in text. All figures included in the manuscript should be referenced in the
body of the text. Kindly provide the numbering and caption for all the figures provided in
the manuscript file.

2. Contributions of the author Dr Norzanah Mat Nor do not appear to meet Taylor &
Francis authorship criteria: <https://authorservices.taylorandfrancis.com/editorial-policies/defining-authorship-research-paper/>. Please update the author contributions
statement following the CRediT authorship

taxonomy: <https://credit.niso.org/implementing-credit/> Where authors do not meet this criteria, please include their contribution in a separately headed 'Acknowledgements' section.

3. In studies involving human participants a statement should be included which indicates that informed consent for participation in the study has been obtained. If the participants were minors, please include how informed consent from guardians was obtained. In addition, please indicate how assent from minors was obtained, if appropriate. Please include a statement regarding informed consent in the methods section of your article, including whether this consent was written or verbal.

4. Please include a statement in the methods section of your article indicating what ethical approval was obtained for the study. This statement should include the name of the relevant ethics committee which provided approval and the reference number where possible. More information about this can be found here: <https://authorservices.taylorandfrancis.com/editorial-policies/research-ethics-guidelines-for-arts-humanities-and-social-sciences-journals/>

5. We note you submitted to Management. We believe your manuscript is more suitable in Human Resource Management. Can you please update this when submitting your revised manuscript?

To re-submit your manuscript, please go to your dashboard on the Author Submission Portal at <https://rp.tandfonline.com/dashboard/>, locate the manuscript and click 'Resume'.

We appreciate that you have chosen to submit to Cogent Business & Management (Open Research). If we do not receive your updated manuscript within 28 days, we will proceed to withdraw it from our system.

Please do not hesitate to contact me by replying to this email if you have any questions.

Best wishes,

Dr Praveen B
Editorial Office
Cogent Business & Management (Open Research)

8 Januari 2025 (Jawaban dari Cogent Business and Management)

Dari: **Cogent Business & Management** <onbehalfof@manuscriptcentral.com>

Date: Rab, 8 Jan 2025 pukul 17.58

Subject: : Cogent Business & Management (Open Research) - 248706446 - Changes required to your submission

To: <marianaitab@gmail.com>

08-Jan-2025

Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Dear Dr Anastasia MD Batmomolin

Thank you for submitting your research article.

Technical checks have been completed on your manuscript and it does not currently meet the requirements of the journal.

Please make changes on the below points and resubmit your updated manuscript:

1. Kindly specify whether the informed consent was collected in a written or a verbal form. Note: If the consent was in a verbal form kindly explain the reason on why the consent was collected in a verbal form.

2. We have noticed that the author order is different in the manuscript to what has been submitted in the manuscript, kindly provide uniform author order across both the fields.

To re-submit your manuscript, please go to your dashboard on the Author Submission Portal at <https://rp.tandfonline.com/dashboard/>, locate the manuscript and click 'Resume'.

We appreciate that you have chosen to submit to Cogent Business & Management (Open Research). If we do not receive your updated manuscript within 28 days, we will proceed to withdraw it from our system.

Please do not hesitate to contact me by replying to this email if you have any questions.

Best wishes,

Pritik Vyas

Cogent Business & Management (Open Research) Editorial Office

15 Januari 2025 (Artikel yang disubmit sudah dilanjutkan untuk proses *peer review*)

Dari: **Cogent Business & Management** <onbehalfof@manuscriptcentral.com>

Date: Rab, 15 Jan 2025 pukul 20.10

Subject: Cogent Business & Management - 248706446 - Your submission has proceeded to peer review

To: <marianaitab@gmail.com>

Cc: <justine@trisakti.ac.id>, <marianaitab@gmail.com>, <221022117006@std.trisakti.ac.id>

15-Jan-2025

QABM-2024-3377

Dear Dr Anastasia MD Batmomolin,

We have carefully checked over your above referenced manuscript, entitled "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being", and I am pleased to confirm that we will now send it for peer review in Cogent Business & Management (Open Research).

Thank you for submitting to Cogent Business & Management. We will be back in touch in due course.

Best regards,

Swarnima Tiwari

Cogent Business & Management (Open Research) Editorial Office

21 Feb 2025 (Permohonan Perpanjangan Waktu untuk Submit Revisi)

From: marianaitab@gmail.com

Sent: 21-02-2025 10:58 AM

To: QABM-peerreview@journals.taylorandfrancis.com

Cc:

Subject: Re: Request for time extension

Dear Editor,

Thank you for the direction and comments to revise our article. We will work on it as instructed. Due to our hectic activities in February and March, to end the odd semester of the academic year, while we need sufficient time to work on the revision, we request an extension of time to

submit the revised results of our article on April 5, 2025. We hope the editor can fulfill our request. Thank you in advance for your understanding.

Best regards

Anastasia M D Batmomolin (corresponding author)

24 Feb 2025 (Permohonan Perpanjangan Waktu Revisi Disetujui oleh CBM)

Dari: <QABM-peerreview@journals.taylorandfrancis.com>

Date: Sen, 24 Feb 2025 11.54

Subject: Re: Request for time extension #TrackingId:21485089

To: <marianaitab@gmail.com>

Dear Dr. Anastasia M D Batmomolin,

Thank you for contacting the editorial office.

Your request has been approved and the revision due date has now been extended until 05-Apr-2025.

Please submit by the deadline, and if a further extension is required for this manuscript, please let us know so that we can contact the editor for approval.

Please feel free to contact us for any further assistance.

Best Regards,

Dr. Swarnima Tiwari

Editorial Office

Cogent Business & Management (ORG)

4 Apr 2025 (Authors Mengirimkan Revisi Artikel)

Dari: <QABM-peerreview@journals.taylorandfrancis.com>

Date: Jum, 4 Apr 2025 pukul 15.54

Subject: Revised submission received for Cogent Business & Management (Submission ID: 248706446.R1)

To: <marianaitab@gmail.com>

Dear Anastasia MD Batmomolin,

Thank you for submitting your revised manuscript.

Submission ID **248706446**

Manuscript Title **Empowering Innovation: How Coaching Leadership Shapes
Employee Behavior Through Well-Being**

Journal **Cogent Business & Management**

If you made the submission, you can check its progress and make any requested revisions on the [Author Portal](#).

Thank you for submitting your work to our journal.
If you have any queries, please get in touch with [QABM-
peerreview@journals.taylorandfrancis.com](mailto:QABM-peerreview@journals.taylorandfrancis.com).

Kind Regards,
Cogent Business & Management Editorial Office

Taylor & Francis is a trading name of Informa UK Limited, registered in England under no. 1072954.

7 Apr 2025 (Jawaban dari CBM Terhadap Revisi Artikel)

Dari: **Cogent Business & Management** <onbehalf@manuscriptcentral.com>

Date: Sen, 7 Apr 2025 pukul 11.12

Subject: : Cogent Business & Management (Open Research) - 248706446.R1 - Changes required to your submission

To: <marianaitab@gmail.com>

07-Apr-2025

Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Dear Dr Anastasia MD Batmomolin

Thank you for submitting your research article.

Technical checks have been completed on your manuscript and it does not currently meet the requirements of the journal.

Please make changes on the below points and resubmit your updated manuscript:

1. Please provide all the tables and figures in editable format in separate and individual files to be uploaded along with your manuscript file. This is to ensure that the tables [.docx] and figures are in print quality. Please ensure that the figures are in image format (.jpg, .png, .tif) and in print quality (300dpi for color figures, 600 dpi for greyscale figures).

Note, please ensure that each table and figure is provided in separate and individual files (Table 1 in a file, Table 2 in a file etc.) and also, ensure that the files are named with their respective table/figure numbers. Please also ensure that the figure/table captions are present in the file.

2. We noticed that the Response to reviewer file for latest decision letter is missing. Please include a complete point-by-point response to the reviewer's comments included in your decision letter. This can be in the form of track changes or a separate document. For more information on how to respond can be found

here: <https://authorservices.taylorandfrancis.com/publishing-your-research/peer-review/#how-to-respond>

To re-submit your manuscript, please go to your dashboard on the Author Submission Portal

at <https://rp.tandfonline.com/dashboard/>, locate the manuscript and click 'Resume'.

We appreciate that you have chosen to submit to Cogent Business & Management (Open Research). If we do not receive your updated manuscript within 28 days, we will proceed to withdraw it from our system.

Please do not hesitate to contact me by replying to this email if you have any questions.

Best wishes,
Jaydeep V
Cogent Business & Management (Open Research) Editorial Office

29 Apr 2025 (Jawaban dari CBM Terhadap Revisi Artikel)

Dari: **Cogent Business & Management** <onbehalf@manuscriptcentral.com>

Date: Rab, 30 Apr 2025 pukul 10.38

Subject: : Cogent Business & Management (Open Research) - 248706446.R1 - Changes required to your submission

To: <marianaitab@gmail.com>

29-Apr-2025

Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Dear Dr Anastasia MD Batmomolin

Thank you for submitting your research article.

Technical checks have been completed on your manuscript and it does not currently meet the requirements of the journal.

Please make changes on the below points and resubmit your updated manuscript:

1. We notice that figure captions are embedded within the separate figure files. Please note that the figure captions should not be embedded within the figures and provide the caption in a different file or provide this below "insert figure" in the manuscript.

[note - Figures should be print quality (300dpi for color figures, 600 dpi for greyscale figures).

And provide a separate figure caption file and ensure that the figure captions are not embedded within the figures]

To re-submit your manuscript, please go to your dashboard on the Author Submission Portal at <https://rp.tandfonline.com/dashboard/>, locate the manuscript and click 'Resume'.

We appreciate that you have chosen to submit to Cogent Business & Management (Open Research). If we do not receive your updated manuscript within 28 days, we will proceed to withdraw it from our system.

Please do not hesitate to contact me by replying to this email if you have any questions.

Best wishes,
Jaydeep V
Cogent Business & Management (Open Research) Editorial Office

11 Juli 2025 (Author Menanyakan Kelanjutan Proses Submit Review Artikel kepada Cogent Business and Management)

From: marianaitab@gmail.com
Sent: 11-07-2025 8:16 PM
To: QABM-peerreview@journals.taylorandfrancis.com
Cc:
Subject: Re: Status of Revised Manuscript

Dear Editor,

I hope this message finds you well.

I am writing to kindly inquire about the status of our revised manuscript entitled “Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being” (Manuscript ID: 248706446), which we resubmitted on May 2, 2025 following the requested revisions.

As it has now been nine weeks since the resubmission, we would be grateful for any update you could provide on its progress in the review process. We remain very interested in the opportunity to have our work published in your esteemed journal.

Thank you very much. I look forward to your response.

Best regards,

Anastasia M D Batmomolin

12 Juli 2025 (Jawaban dari Cogent Business & Management kepada Author)

Dari: <QABM-peerreview@journals.taylorandfrancis.com>
Date: Sab, 12 Jul 2025 pukul 10.48
Subject: Re: Status of Revised Manuscript #TrackingId:22901505
To: <marianaitab@gmail.com>

Dear Dr. Batmomolin,

Thank you for your email.

Your revised submission has been checked by the Desk Editors and is now passed on to the Handling Editor. The Editor has decided to go for another round of review for this manuscript.

We are happy to report that the required number of reviews have been received to this manuscript.

The Editor is currently assessing the review reports and your revised manuscript. You will be immediately notified once the Editor has made a decision,

Since this process involves critical decision making and crucial assessments, it is not possible to provide a definitive timeline due to its qualitative nature. Your understanding is highly appreciated.

Please reach out to us in case of any further queries.

Best wishes,
Ramanathan
Editorial Office

Cogent Business & Management (ORG)

15 Juli 2025 (Jawaban dari Cogent Business & Management kepada Author)

Cogent Business & Management <on behalf of @manuscriptcentral.com> (6 days ago)

to marianaitab, me, 221022117006

15-Jul-2025

Ms. No. 248706446.R1

Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Cogent Business & Management

Dear Dr Anastasia MD Batmomolin:

Your manuscript, "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being" submitted to Cogent Business & Management, has now been reviewed.

The reviewer comments suggest that if you complete minor revisions, your manuscript could be accepted for publication.

For your reference, any additional reviewer comments have been shared at the end of this email.

Your revision is due by 29-Jul-2025.

If you would like to submit a revision, please:

- 1) Submit a list of changes or a rebuttal against each point in the reviewer comments. More information can be found here: <https://authorservices.taylorandfrancis.com/publishing-your-research/peer-review/#respondtoreviewers>
- 2) Show any changes to the text, by using a different color font or by highlighting the changes (please do not use the Track Changes feature in Microsoft Word).
- 3) Any figures should be saved as either .ps, .eps, .tif or .jpeg file types. If you have built your paper in LaTeX, please ensure that all relevant .sty, .bib, .cl etc. supplementary files are included so that the manuscript can be correctly built.
- 4) Make sure to refer to the formatting requirements for this journal found on the journal's Information for Authors page here:[include journals IFA link].
- 5) Upload all source files including a clean copy of your manuscript as well as the version with changes.

IMPORTANT: Your original files are available to you when you upload a revision. Please delete any files that you do not want to include with your revision.

To submit a revision, go to:

<https://rp.tandfonline.com/submission/flow?submissionId=248706446.R1&step=1>.

For further assistance, please contact the Editorial Office team at QABM-peerreview@journals.taylorandfrancis.com

If you do not want to submit a revision, please respond to this email with the text: 'Decline to revise'. If no revision is received by 29-Jul-2025, your manuscript will be withdrawn.

You may request an extension of the due date of 29-Jul-2025 by contacting the journal.

Thank you for submitting your manuscript to Cogent Business & Management. I look forward to receiving your revision.

Sincerely,
Dr Jeffrey Muldoon
Academic Editor, Cogent Business & Management

Editor Comments:

Deputy Academic Editor: 1
DAE Comments to Author:
Dear Authors,

Please revise your manuscript as per comments by reviewers.

Reviewers' recommendations and comments:
Reviewer: 1

Recommendation: Minor Revision

Comments:
Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.
- 3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.
- 4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.
- 5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

Reviewer: 2
Recommendation: Major Revision

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

Deputy Academic Editor: 2

Comments to Author::

(There are no comments.)

Comments from the Reviewers:

Reviewer: 1

Comments to the Author

Please use the following papers in your LR section:

- 1) Unlocking the secrets of expat employees: the role of diversity leadership, work adjustment and self-esteem in inhibiting psychological withdrawal behaviour.
- 2) Passive leadership and hospitality frontline employees' creative performance in the UAE: The moderating role of job tenure and coworker help and support.
- 3) Eco-innovation and customer satisfaction in the hospitality industry in Dubai: the role of green leadership.
- 4) How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership.
- 5) Knowledge-oriented leadership and project employee performance: the roles of organisational learning capabilities and absorptive capacity.

Also, please do a final proofread for the entire paper.

Reviewer: 2

Comments to the Author

This study investigates the impact of coaching leadership on employee knowledge sharing and innovative behavior, with employee well-being acting as a mediating variable. Data were collected from 181 employees at two private banks in Indonesia. The findings show that coaching leadership enhances both employee well-being and knowledge sharing, and that well-being positively influences innovative behavior. The study topic is interesting; however, there are several methodological issues that must be addressed. Firstly, the study relied on a sample from only two banks and this was obtained using convenience sampling. The data from only two banks limits the generalizability of the results and introduces potential selection bias. Secondly, the reported scores for key constructs are unusually high (above 4 on a 5-point scale), suggesting a risk of common method bias (CMB). Rather than merely acknowledging the possibility, the author should formally test for CMB. Appropriate techniques for this check include Harman's single-factor test, the common latent factor approach, and the marker variable method. The author should use tests and prove that the results are not biased. Thirdly, the manuscript does not report item-level descriptive statistics, and this is essential for evaluating response patterns. The author should include a descriptive statistics table for all constructs and report mean, standard deviation, minimum, and maximum values.

20 Juli 2025 (Author Meminta Perpanjangan Waktu Revisi)

From:marianaitab@gmail.com

Sent:20-07-2025 7:15 PM

To:QABM-peerreview@journals.taylorandfrancis.com

Cc:

Subject:Re: Request for Extension of Manuscript Revision Deadline

Dear Editor,

Thank you for the opportunity to revise our manuscript (Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being/ No. 248706446 R1).

At the moment, we are in the midst of completing various academic responsibilities related to the end of the even semester. Therefore, we would like to kindly request an extension of approximately three weeks, until August 18, 2025, to complete the revision thoroughly.

We sincerely appreciate your understanding and consideration.

Best Regards

Anastasia MD Batmomolin
(Corresponding Author)

21 Juli 2025 (Cogent Business & Management Menyetujui Permohonan Perpanjangan Waktu)

Dari: <QABM-peerreview@journals.taylorandfrancis.com>
Date: Sen, 21 Jul 2025 pukul 11.39
Subject: Re: Request for Extension of Manuscript Revision Deadline
#TrackingId:22986664
To: <marianaitab@gmail.com>

Dear Dr. Batmomolin,

Thank you for your email.
As requested, I have extended the due date to 19-Aug-2025 to submit your revised manuscript.
We look forward to receiving the same.

Best wishes,
Ramanathan
Editorial Office

Cogent Business & Management (ORG)

29 Agustus 2025 (Cogent Business & Management Memberikan Respon)
Dari: **Cogent Business & Management** <onbehalf@manuscriptcentral.com>
Date: Sab, 30 Agu 2025 pukul 09.20
Subject: : Cogent Business & Management - 248706446.R2 - Changes required to your submission
To: <marianaitab@gmail.com>

29-Aug-2025

Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Dear Dr Anastasia MD Batmomolin

Your above referenced manuscript, entitled "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being", requires some further changes before it is ready for review by Cogent Business & Management.

Please address any missing submission requirements listed below and re-submit your manuscript.

Missing submission requirements:

1. We have identified that there are many similarities between your submitted manuscript and a published article found online:

https://admin.calitatea.ro/assets/Documents/Archive/PDF/20250311_5548178d-0305-498d-8a5a-bf9e582b858b.pdf

The published articles found online has not been referenced in the article. Please cite the article and reduce the overlap to proceed further.

Please review the Cogent Business & Management's Information for Authors page on Taylor & Francis Online before re-submitting your manuscript.

To re-submit your manuscript, please go to your dashboard on the Author Submission Portal at <https://rp.tandfonline.com/dashboard/>, locate the manuscript and click 'Resume'.

We appreciate that you have chosen to submit to Cogent Business & Management. If we do not receive your amended article within 28 days, it will be withdrawn from our system.

Please do not hesitate to contact me if you have any questions.

Best wishes,
Jaydeep Vaghasiya,
Cogent Business & Management Editorial Office

13 September 2025 (Cogent Business & Management Merespon Setelah Author Mengirim Revisi yang Diminta

Dari: <QABM-peerreview@journals.taylorandfrancis.com>

Date: Sab, 13 Sep 2025 pukul 09.29

Subject: Submission received for Cogent Business & Management (Submission ID: 248706446)

To: <marianaitab@gmail.com>

Dear Anastasia MD Batmomolin,

Thank you for your submission.

Submission ID	248706446
Manuscript Title	Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being
Journal	Cogent Business & Management
Article Publishing Charge (APC)	USD \$2195.0 (plus VAT or other local taxes where applicable in your country)

**APC only payable if your article is accepted*

If you made the submission, you can check its progress and make any requested revisions on the [Author Portal](#).

Thank you for submitting your work to our journal.
If you have any queries, please get in touch with QABM-peerreview@journals.taylorandfrancis.com.

For any queries relating to your APC, please get in touch with APC@tandf.co.uk

Kind Regards,
Cogent Business & Management Editorial Office

15 September 2025 (Pihak Jurnal Memberikan Informasi bahwa Artikel akan dikirimkan kepada peer review)

Dari: **Cogent Business & Management** <onbehalfof@manuscriptcentral.com>

Date: Sen, 15 Sep 2025 10.34

Subject: Cogent Business & Management - 248706446.R2 - Your submission has proceeded to peer review

To: <marianaitab@gmail.com>

Cc: <marianaitab@gmail.com>

14-Sep-2025

QABM-2024-3377.R2

Dear Dr Anastasia MD Batmomolin,

We have carefully checked over your above referenced manuscript, entitled "Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being", and I am pleased to confirm that we will now send it for peer review in Cogent Business & Management.

Thank you for submitting to Cogent Business & Management. We will be back in touch in due course.

Best regards,

Jaydeep Vaghasiya, Shikha Sapkota, Praveen B
Cogent Business & Management Editorial Office

19 September 2025 (Pihak Jurnal Menginformasikan bahwa artikel dapat diterima setelah proses melalui peer review)

Dari: Cogent Business & Management <onbehalfof@manuscriptcentral.com>

Date: Jum, 19 Sep 2025 19.15

Subject: Cogent Business & Management - Decision on Manuscript ID 248706446.R2

To: <marianaitab@gmail.com>

Cc: <justine@trisakti.ac.id>, <marianaitab@gmail.com>, <221022117006@std.trisakti.ac.id>

19-Sep-2025

Dear Dr Anastasia MD Batmomolin:

Ref: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Our reviewers have now considered your paper and have recommended publication in Cogent Business & Management. We are pleased to accept your paper in its current

form which will now be forwarded to the publisher for copy editing and typesetting. For your reference, any additional reviewer comments have been shared at the end of this email.

You will receive proofs for checking, and instructions for transfer of copyright in due course.

The publisher also requests that proofs are checked through the publisher's tracking system and returned within 48 hours of receipt.

Thank you for your contribution to Cogent Business & Management and we look forward to receiving further submissions from you.

Sincerely,

Dr Jeffrey Muldoon
Academic Editor, Cogent Business & Management

Editor Comments:

Deputy Academic Editor: 1
DAE Comments to Author:
(There are no comments.)

Deputy Academic Editor: 2
Comments to Author::
(There are no comments.)

20 September 2025 (Pihak Jurnal Meminta File Artikel dalam MS Word Untuk Dapat Diedit)

QABM-peerreview@journals.taylorandfrancis.com

9:55 AM (4
hours ago)

to me, marianaitab, 221022117006

Dear Authors,

As a part of final checks, we have some additional requirements for your submission before it can be processed to further stages. Please refer to the requirements below:

1. To process your accepted manuscript, editable files are required, as we cannot proceed with PDF versions. Hence, please send us the editable source files for your main document. If your manuscript was prepared using MS Word, then provide the .docx copy of the manuscript. If you have built your paper in LaTeX, please send me all of your individual files in a zipped archive file (.zip or .rar), ensuring that all relevant .sty, .bib, .cl etc. supplementary files are included, so that the manuscript can be correctly built.

Please provide us with the above-requested files by replying to this email, we will add them to your submission and process it further.

Congratulations on your accepted manuscript.

We look forward to your reply.

Best wishes,
Ramanathan
Cogent Business & Management (ORG)

23 September 2025 (Pihak Jurnal Menginformasikan Artikel Diterima dan Sedang Dalam Proses Produksi)

cats@taylorandfrancis.com

10:23 AM (6 hours ago)

to me

Article: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Journal: *Cogent Business & Management* (OABM)

Article ID: OABM 2566444

Dear Justine Tanuwijaya,

I am pleased to inform you that your article is now in production. As Production Editor, I will be liaising with the corresponding author (Batmomolin) during the production

process. If you have questions or corrections please ask the corresponding author to send these to me to ensure that I do not receive any conflicting instructions.

The corresponding author will be contacted when article proofs are ready for review. Please make any corrections via the corresponding author.

- The DOI of your paper is: 10.1080/23311975.2025.2566444. Once your article has published online, it will be available at the following permanent link: <https://doi.org/10.1080/23311975.2025.2566444> .

You will be sent a message alerting you to the publication of your article on Taylor & Francis Online (<https://cats.informa.com/PTS/in?t=lop&m=2566444&op=2>). To ensure that you receive your alerts and information from Taylor & Francis Online, please add info@tandfonline.com to your safe senders list.

Please visit our author services website for more [information about the production process](#) or for [guidance on authors' rights, promoting your article](#), and other useful topics.

Yours sincerely,

Keerthana Pinagabani

INDIA

cats@taylorandfrancis.com

10:23 AM (6
hours ago)

to me

Article: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Journal: *Cogent Business & Management* (OABM)

Article ID: OABM 2566444

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The corresponding author will be contacted when article proofs are ready for review. Please make any corrections via the corresponding author.

- The DOI of your paper is: 10.1080/23311975.2025.2566444. Once your article has published online, it will be available at the following permanent link: <https://doi.org/10.1080/23311975.2025.2566444> .

You will be sent a message alerting you to the publication of your article on Taylor & Francis Online (<https://cats.informa.com/PTS/in?t=lop&m=2566444&op=2>). To ensure that you receive your alerts and information from Taylor & Francis Online, please add info@tandfonline.com to your safe senders list.

Please visit our author services website for more [information about the production process](#) or for [guidance on authors' rights, promoting your article](#), and other useful topics.

Yours sincerely,

Keerthana Pinagabani

INDIA

2323

23 September 2025 (Pihak Jurnal Memberikan Invoice APC)

T&F Customer Service <noreply@informa.com>

10:58 AM (8
hours ago)

to me

Please find attached your invoice. Payment details can be found on the last page of the invoice.

Taylor & Francis provide several payment methods to suit our customers, a short description of each payment method can be found below and on the attached invoice.

Credit/Debit Card - Taylor & Francis provide secure Credit/Debit Card payments via phone using the contact details on your attached invoice, or pay online through our secure website [click here](#)

Please note that Taylor & Francis is a division of Informa, all payments by credit/debit card will reflect as "Informa" on your bank/card statement.

Wire/Bacs transfer - details on our bank account and how to submit payment can be found on the attached invoice. Please ensure your bank quotes your invoice number when submitting your payment, or alternatively you can email your payment details to our receipts team on TFcashappsremittances@tandf.co.uk.

If you would like to contact us, our details are below. Please quote your invoice number when getting in touch.

Contact us: <https://taylorandfrancis.com/help/>

Kind Regards

Customer Service Team

Taylor & Francis Group

24 September 2025 (First author menginformasikan sudah mentransfer pada tanggal 24 September 2025 APC sebesar USD 2,195)

Justine Tanuwijaya Universitas Trisakti <justine@trisakti.ac.id> Wed, Sep 24, 3:27 PM (6 days ago)

to TFCashappsremittances

Dear Customer Service Team Taylor & Francis Group.

Good afternoon. On 09/24/2025 we have transferred APC for our article "Empowering Innovation : How Coaching Leadership Shape Employee Behavior Through Well-Being. Invoice number 954576702 (23/09/2025) and customer number 7371522. We send you payment proof in color setting and black/white setting. Hopefully you can receive it well. Thank for your good cooperation.

Sincerely yours,
Justine Tanuwijaya

28 September 2025 (First author meminta konfirmasi apakah transfer APC sudah diterima atau belum)

Justine Tanuwijaya Universitas Trisakti <justine@trisakti.ac.id> Sep 28, 4:46 PM (2 days ago)

to TFCashappsremittances

Dear Customer Service Team Taylor & Francis Group

Good afternoon. On 09/24/2025 we have transferred Cogent Business & Management APC of our article "Empowering Innovation : How Coaching Leadership Shapes Employee Behavior Through Well-Being" (Invoice number 954576702 dated 23.09.2025) and customer number 7371522. We send you payment proof in color setting and black/white setting. Hopefully you can receive this proof well.

I would like to ask your confirmation if you have received our APC on your bank account. Please help us to check it. Thank for your good cooperation.

Kind regards,
Justine Tanuwijaya

29 September 2025 (Pihak Jurnal Memberikan Konfirmasi Transfer APC sebesar USD 2,195 sudah diterima)

RE: Phone Call - New Case - Journals or Articles [ref:!00D0Y035lji.!500aA0OrF9b:ref]

External

Inbox



apc@tandf.co.uk <apc@tandf.co.uk>

Mon, Sep 29, 9:07 PM (6 days ago)

to me

Dear Justine,

INVOICE: 0954576702

Thank you for your telephone call this morning. I have attempted to call you, but the line was disconnected.

I understand you have been experiencing issues paying the above invoice. I have checked the system and can confirm the payment has been received and the invoice has been updated as paid. Please see the attached paid invoice.

If you have any further questions, please do not hesitate to contact me.

Kind regards,
Joanne Roberts
CS Specialist

Taylor & Francis Customer Services
www.tandfonline.com

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ref:!00D0Y035lji.!500aA0OrF9b:ref

Tanggal 30 September 2025 (Pihak Jurnal Meminta Article Proof kepada author)

Dari: <noreply.tandf.smartproof@kwglobal.com>

Date: Sel, 30 Sep 2025 14.56

Subject: Your article proofs For review (Manuscript ID : OABM 2566444)

To: <marianaitab@gmail.com>

Cc: <oabm-production@journals.tandf.co.uk>

Manuscript Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Manuscript DOI: 10.1080/23311975.2025.2566444

Journal: Cogent Business & Management

Dear Anastasia MD Batmomolin,

I am pleased to inform you that your proofs are now available for review using the Taylor & Francis online proofing system:

<https://smartproof.kwglobal.com/smartproof/common/home/cf22c80166b6/Author/TF>

Please submit your corrections within 2 working days, to avoid delays in publication.

Corrections must be limited to answers to the Author Queries, typographical and essential corrections only.

After we have received your corrections and Author Publishing Agreement, your article will be corrected and published online following a thorough quality check.

The DOI of your paper is: 10.1080/23311975.2025.2566444. Once your article has published online, it will be

available at the following permanent link: <http://dx.doi.org/10.1080/23311975.2025.2566444>

If you have any questions, please contact me using the details below and I will be pleased to assist.

Thank you,

Keerthana Pinagabani

On behalf of the OABM production team

Taylor and Francis

[4 Park Square, Milton](#) Park, Abingdon, Oxfordshire, OX14 4RN, United Kingdom

Email: OABM-production@journals.tandf.co.uk

1 Oktober 2025 (Pihak Jurnal sudah menerima proof article dari author)

Dari: <noreply.tandf.smartproof@kwglobal.com>

Date: Rab, 1 Okt 2025 pukul 20.05

Subject: Author corrections submitted for Manuscript ID: OABM 2566444

To: <marianaitab@gmail.com>

Cc: <OABM-production@journals.tandf.co.uk>

Manuscript Title: Empowering Innovation: How Coaching Leadership Shapes Employee Behavior Through Well-Being

Manuscript DOI: 10.1080/23311975.2025.2566444

Journal: Cogent Business & Management

Date proof corrections submitted: 10/1/2025 6:31:27 PM

Dear Anastasia MD Batmomolin,

This email confirms that you have submitted corrections to your proofs via the Taylor & Francis online proofing system. Attached is a PDF record of your corrections.

If any of this information is incorrect, please contact the Production Editor:

Keerthana Pinagabani

Email: OABM-production@journals.tandf.co.uk

Thank you.

Yours sincerely,

Taylor and Francis Online Proofing Team

5 Oktober 2025 (Pihak Jurnal memberitahukan bahwa artikel sudah dipublikasikan pada tanggal 4 Oktober 2025)

Fwd: Cogent OA author update: access to your article published in an issue of Cogent Business & Management

Inbox

M

Mariana Ita

1:04 PM (2 hours ago)

to me

----- Forwarded message -----

Dari: info@tandfonline.com <info@tandfonline.com>

Date: Min, 5 Okt 2025 10.21

Subject: Cogent OA author update: access to your article published in an issue of Cogent Business & Management

To: <marianaitab@gmail.com>



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Dear Anastasia M. D. Batmomolin,

Your Open Access article, [Empowering innovation: how coaching leadership shapes employee behavior through well-being](#), published in Cogent Business & Management, [Volume 12 Issue 1](#), is now available to access via tandfonline.com.

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You'll hopefully want to share your article with friends or colleagues (and then check its downloads, citations and Altmetric data on [Authored Works](#), our dedicated center for all Cogent OA published authors). Publishing Open Access means your article can be read by anyone, anywhere, and we want to work with you to ensure it reaches as wide (and as appropriate) an audience as possible.



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highly effective way of highlighting your research. Find out more about how you can work with us to [promote your work](#).

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If you haven't yet registered, you can do so using marianaitab@gmail.com (this is the email you used whilst your manuscript was going through production).

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Kind regards,

Stewart Gardiner
Global Production Director, Journals
Taylor & Francis Group

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Cogent OA

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