



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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**Submission received by Cogent Business & Management (Submission ID: 192097031)**

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rpsupport@cogentoa.com <rpsupport@cogentoa.com>  
Kepada: dwiwidyani11973@gmail.com

17 Desember 2019 00.09



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Dear Anak Agung Dwi Widyani,

Thank you for your submission. Please see the details below.

Submission ID	<b>192097031</b>
Manuscript Title	<b>The Role of Ethics in Strengthening Entrepreneurial Leadership</b>
Journal	<b>Cogent Business &amp; Management</b>
Pledged APC amount	<b>500.00 USD</b>

You can always check the progress of your submission [here](#) (we now offer multiple options to sign in to your account. To log in with your ORCID please click on the 'with ORCID' box on the bottom right of the log in area).

If you have any queries, please get in touch with [business@cogentoa.com](mailto:business@cogentoa.com).

We are always working to improve your experience with us. Please give us your feedback via our short 5 minute survey .

[Take survey](#)

Thank you for submitting your work to our journal.

Kind Regards,  
*Cogent Business & Management* Editorial Office

Registered office: [5 Howick Place, London, SW1P 1W](#).



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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**FW: Re: Submission received by Cogent Business & Management (Submission ID: 192097031) [ ref:\_00D0Y35lji.\_5002X2fxNTX:ref ] #TrackingId-p:5525118**

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business@cogentoa.com <business@cogentoa.com>

31 Januari 2020 14.47

Kepada: dwiwidyani11973@gmail.com

Dear Dr. Anak Agung Dwi Widyani,

I hope you are well.

This is to kindly inform you that the current status of your manuscript COGENTBUSINESS-2019-0600 is "Revise", which means you will be needing to submit the revision of your paper.

Kindly send to me the revised version of your manuscript together with your point by point response to reviewers, and I would be glad to upload them in the system on your behalf.

Many thanks in advance, and I look forward to receiving your response.

Best regards,

**Cherry Roque** -Journal Editorial Office  
On behalf of Cogent Business and Management  
Taylor & Francis Group  
[4 Park Square](#) | [Milton Park](#) | Abingdon | Oxon | OX14 4RN | UK

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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**FW: Re: Submission received by Cogent Business & Management (Submission ID: 192097031) [ ref:\_00D0Y35lji.\_5002X2fxNTX:ref ] #TrackingId-p:5525118**

---

Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

1 Februari 2020 23.57

Kepada: business@cogentoa.com

Dear Cherry,

Thank you for your email.

Please find attached the revised manuscript and also our response to reviewer comments.

Kindly upload the revised manuscript into the system.

Looking forward to hearing from you. Many thanks for your assistance.

Comments from the Editors and Reviewers:

Title, Abstract and Introduction – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we revised manuscript title and abstract.

Methodology / Materials and Methods – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Objective / Hypothesis – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Figures and Tables – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

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Reviewer 1: Unsound or fundamentally flawed

Interpretation / Discussion – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we added deeper analysis and support from previous research

Conclusions – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we added research contribution for social economic in general

References – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Compliance with Ethical Standards – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Writing – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Comments to the author

Reviewer 1: I would like to thank the author for his/her efforts. Unfortunately, I can't see anything new in this paper/report. This topic investigated many times. My conclusion this paper didn't provide any contribution to the existing body of knowledge.

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Reviewer 2: Sound with minor or moderate revisions

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Reviewer 2: Sound

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References – overall evaluation

Reviewer 2: Sound

Compliance with Ethical Standards – overall evaluation

Reviewer 2: Sound

Writing – overall evaluation

Reviewer 2: Sound

Supplemental Information and Data – overall evaluation

Reviewer 2: Not applicable

Comments to the author

Reviewer 2: After I read the paper I have the following remarks:

1. There is a discrepancy between the title of the paper “The Role of Ethics in Strengthening Entrepreneurial Leadership” and the aims of the study (first sentence in the abstract – “This study aims to examine the role of ethical behavior of an entrepreneurial leader in improving organizational performance”). The author must decide if the paper is focused on entrepreneurial leadership or organizational performance and make the adjustment.

Response: we revised manuscript title and abstract.

2. In relation with point 1, according to the presented hypothesis, I saw that the paper is focused on the influence of 2 factors (entrepreneurial leadership and ethical behavior) over the LPD performance. Once again, a clarification is needed regarding the title and the abstract of the paper.

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Response: we added deeper analysis and support from previous research. We put recommendation on chapter 5. Conclusion and Recommendation.

4. Chapter 5 is missing.

Response: we corrected the mistype error

5. The “Conclusion” section is poor and very basic, it must be improved. There are no practical implications of the research study; also, the author does not present the limitation of the study.

Response: we added more information in conclusion. Practical implication also has been added.

With best regards,  
Anak Agung Dwi Widyani  
[Kutipan teks disembunyikan]



**The Role of Ethics in Strengthening Entrepreneurial Leadership.docx**

175K



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## Remove your details from the main manuscript

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**Pantea Foroudi** <em@editorialmanager.com>

4 Februari 2020 21.55

Balas Ke: Pantea Foroudi <p.foroudi@mdx.ac.uk>

Kepada: Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

CC: "Nengah Landra" [nengah\\_landra@gmail.com](mailto:nengah_landra@gmail.com), "I Nengah Sudja" [nengahsudja\\_58@gmail.com](mailto:nengahsudja_58@gmail.com), "Mateus Ximenes" [mateusximenes27@gmail.com](mailto:mateusximenes27@gmail.com)

Dear Author

Please remove your details from the main manuscript and resubmit

Many thanks  
Pantea

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In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentbusiness/login.asp?a=r>). Please contact the publication office if you have any questions.



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## 192097031 (Cogent Business & Management) A revise decision has been made on your submission

---

Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

8 Februari 2020 21.34

Kepada: Cogent Business and Management <business@cogentoa.com>

Dear Pantea,

Thank you for your email.

Please find below our response to comment from the Editors and Reviewers.

Comment: please remove your details from the main manuscript and re-submit

Response: we added author details in the manuscript because we forgot to add it when we submitted our manuscript.

Therefore we didn't remove the details.

Kindly advise if we still have to remove the details.

Looking forward to hearing from you.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Rab, 5 Feb 2020 pukul 15.40 Cogent Business and Management <em@editorialmanager.com> menulis:

Ref: COGENTBUSINESS-2019-0600R1

192097031

The Role of Ethics in Strengthening Entrepreneurial Leadership  
Cogent Business & Management

Dear Anak Dwi Widyani,

Your manuscript entitled "The Role of Ethics in Strengthening Entrepreneurial Leadership", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Mar 06, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on [business@cogentoa.com](mailto:business@cogentoa.com)

Please ensure that you include the following elements in your revised submission:

- \* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find about more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)

- \* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

- \* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo

- \* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article. If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright

If you require advice on language editing for your manuscript or assistance with arranging translation, please do

consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

Dear Author

Please remove your details from the main manuscript and re-submit

Best

---

*In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.*



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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**Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission #TrackingId:5606024**

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business@cogentoa.com <business@cogentoa.com>

12 Februari 2020 14.47

Kepada: dwiwidyani11973@gmail.com

Dear Dr. Anak Agung Dwi Widyani,

Thank you for your email.

I do apologize for any confusion but there is no need for you to remove the author details on your manuscript.

With this, may I kindly ask you to provide your revision with author details on it together with your point-by-point response to reviewers' comments, and I would be glad to upload them in the system on your behalf.

Thank you and I look forward to receiving your response.

Best regards,

**Cherry Roque** -Journal Editorial Office  
On behalf of Cogent Business and Management  
Taylor & Francis Group  
[4 Park Square](#) | [Milton Park](#) | Abingdon | Oxon | OX14 4RN | UK

---

**From:** dwiwidyani11973@gmail.com

**Sent:**

**To:** dwiwidyani11973@gmail.com

**Cc:**

**Subject:** Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission

Dear Pantea,

Thank you for your email.

Please find below our response to comment from the Editors and Reviewers.

Comment: please remove your details from the main manuscript and re-submit

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Kindly advise if we still have to remove the details.

Looking forward to hearing from you.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Rab, 5 Feb 2020 pukul 15.40 Cogent Business and Management <[em@editorialmanager.com](mailto:em@editorialmanager.com)> menulis:

Ref: COGENTBUSINESS-2019-0600R1

192097031

The Role of Ethics in Strengthening Entrepreneurial Leadership

Cogent Business & Management

Dear Anak Dwi Widyani,

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The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Mar 06, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on [business@cogentoa.com](mailto:business@cogentoa.com)

Please ensure that you include the following elements in your revised submission:

- \* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find about more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)

- \* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

- \* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo

- \* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article. If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

Dear Author

Please remove your details from the main manuscript and re-submit

Best

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*In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.*



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission #TrackingId:5606024

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

13 Februari 2020 21.13

Kepada: Cogent Business and Management <business@cogentoa.com>

Dear Cherry,

Thank you for your email.

Please find attached the revised manuscript and below our response to reviewer comments.

Looking forward to your reply.

Many thanks for your assistance.

### Comments from the Editors and Reviewers:

Title, Abstract and Introduction – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we revised manuscript title and abstract.

Methodology / Materials and Methods – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Objective / Hypothesis – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Figures and Tables – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Results / Data Analysis – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Interpretation / Discussion – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we added deeper analysis and support from previous research

Conclusions – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Response: we added research contribution for social economic in general

References – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Compliance with Ethical Standards – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Writing – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation

Reviewer 1: Unsound or fundamentally flawed

Comments to the author

Reviewer 1: I would like to thank the author for his/her efforts. Unfortunately, I can't see anything new in this paper/report. This topic investigated many times. My conclusion this paper didn't provide any contribution to the existing body of knowledge.

Title, Abstract and Introduction – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions  
Response: we revised manuscript title and abstract.

Methodology / Materials and Methods – overall evaluation  
Reviewer 2: Sound

Objective / Hypothesis – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions

Figures and Tables – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions

Results / Data Analysis – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions

Interpretation / Discussion – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions  
Response: we added deeper analysis and support from previous research

Conclusions – overall evaluation  
Reviewer 2: Sound with minor or moderate revisions  
Response: we added research contribution for social economic in general

References – overall evaluation  
Reviewer 2: Sound

Compliance with Ethical Standards – overall evaluation  
Reviewer 2: Sound

Writing – overall evaluation  
Reviewer 2: Sound

Supplemental Information and Data – overall evaluation  
Reviewer 2: Not applicable

Comments to the author

Reviewer 2: After I read the paper I have the following remarks:

1. There is a discrepancy between the title of the paper “The Role of Ethics in Strengthening Entrepreneurial Leadership” and the aims of the study (first sentence in the abstract – “This study aims to examine the role of ethical behavior of an entrepreneurial leader in improving organizational performance”). The author must decide if the paper is focused on entrepreneurial leadership or organizational performance and make the adjustment.

Response: we revised manuscript title and abstract.

2. In relation with point 1, according to the presented hypothesis, I saw that the paper is focused on the influence of 2 factors (entrepreneurial leadership and ethical behavior) over the LPD performance. Once again, a clarification is needed regarding the title and the abstract of the paper.

Response: we revised manuscript title and abstract.

3. In chapter 4 - “Result, Discussion and Recommendation” the author does not go deeper with the analysis. The author presents only that all the hypotheses tested have been validated, without considering a connection with the economic and social environment in Bali – Indonesia. Furthermore, in subchapter 4.4. “Recommendation” there no recommendations.

Response: we added deeper analysis and support from previous research. We put recommendation on chapter 5. Conclusion and Recommendation.

4. Chapter 5 is missing.

Response: we corrected the mistype error

5. The “Conclusion” section is poor and very basic, it must be improved. There are no practical implications of the

research study; also, the author does not present the limitation of the study.

Response: we added more information in conclusion. Practical implication also has been added.

With best regards,  
Anak Agung Dwi Widyani

[Kutipan teks disembunyikan]



**The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance.docx**

176K



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## 192097031 (Cogent Business & Management) A revise decision has been made on your submission

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**Cogent Business and Management** <em@editorialmanager.com>

14 Februari 2020 21.30

Balas Ke: Cogent Business and Management <business@cogentoa.com>

Kepada: Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

Ref: COGENTBUSINESS-2019-0600R2

192097031

The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance

Cogent Business & Management

Dear Anak Dwi Widyani,

Your manuscript entitled "The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance", which you submitted to Cogent Business & Management, has now been reviewed.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

Unfortunately, i am not able to forward your paper to the reviewers as you have to remove your details.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

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*In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.*



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## 192097031 (Cogent Business & Management) A revise decision has been made on your submission

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

16 Februari 2020 21.24

Kepada: Cogent Business and Management <business@cogentoa.com>

Dear Pantea,

Thank you for your info.

We removed author details and we have submitted our revised manuscript.

We highlighted changes that we made in the manuscript.

Please review the manuscript and we are looking forward to receiving your feedback.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Jum, 14 Feb 2020 pukul 21.29 Cogent Business and Management <em@editorialmanager.com> menulis:

Ref: COGENTBUSINESS-2019-0600R2

192097031

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**Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission #TrackingId:p:5606024**

---

business@cogentoa.com <business@cogentoa.com>

17 Februari 2020 14.42

Kepada: dwiwidyani11973@gmail.com

Dear Dr. Anak Agung Dwi Widyani,

Thank you for your email.

I do apologize but I am afraid that I am unable to submit your revision on your behalf as it might affect the submission process and might cause problem on your submission.

With this, may I kindly request you to upload your revision and response to reviewer's comments in the submission portal?

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Best regards,

**Cherry Roque** -Journal Editorial Office  
On behalf of Cogent Business and Management  
Taylor & Francis Group  
[4 Park Square](#) | [Milton Park](#) | Abingdon | Oxon | OX14 4RN | UK

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**From:** dwiwidyani11973@gmail.com

**Sent:**

**To:** business@cogentoa.com, dwiwidyani11973@gmail.com

**Cc:**

**Subject:** Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission

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References – overall evaluation

Reviewer 2: Sound

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Reviewer 2: Sound

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Reviewer 2: Sound

Supplemental Information and Data – overall evaluation  
Reviewer 2: Not applicable

Comments to the author

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Anak Agung Dwi Widyani

Pada tanggal Rab, 12 Feb 2020 pukul 14.47 <[business@cogentoa.com](mailto:business@cogentoa.com)> menulis:

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**Cherry Roque** -Journal Editorial Office  
On behalf of Cogent Business and Management  
Taylor & Francis Group  
[4 Park Square](#) | [Milton Park](#) | Abingdon | Oxon | OX14 4RN | UK

---

**From:** [dwiwidyani11973@gmail.com](mailto:dwiwidyani11973@gmail.com)

**Sent:**

**To:** [dwiwidyani11973@gmail.com](mailto:dwiwidyani11973@gmail.com)

**Cc:**

**Subject:** Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission

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Comment: please remove your details from the main manuscript and re-submit

Response: we added author details in the manuscript because we forgot to add it when we submitted our manuscript.

Therefore we didn't remove the details.

Kindly advise if we still have to remove the details.

Looking forward to hearing from you.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Rab, 5 Feb 2020 pukul 15.40 Cogent Business and Management <[em@editorialmanager.com](mailto:em@editorialmanager.com)> menulis:

Ref: COGENTBUSINESS-2019-0600R1  
192097031

The Role of Ethics in Strengthening Entrepreneurial Leadership  
Cogent Business & Management

Dear Anak Dwi Widyani,

Your manuscript entitled "The Role of Ethics in Strengthening Entrepreneurial Leadership", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Mar 06, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on [business@cogentoa.com](mailto:business@cogentoa.com)

Please ensure that you include the following elements in your revised submission:

- \* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find about more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)
- \* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

- \* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo
- \* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article. If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

Dear Author

Please remove your details from the main manuscript and re-submit

Best

---

*In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.*



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

---

**Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission #TrackingId:5656307**

---

Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

23 Februari 2020 10.37

Kepada: Cogent Business and Management <business@cogentoa.com>

Dear Cherry,

Thank you for your reply.

We have submitted our manuscript revision through the submission portal system on February 16th.

Please check the revised manuscript in the system.

Looking forward to your feedback.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Sel, 18 Feb 2020 pukul 15.14 <business@cogentoa.com> menulis:

Dear Dr. Anak Agung Dwi Widyani,

Thank you for your email.

This is to kindly advise that you will have to include the author details on your manuscript. I do apologize once again for the inconvenience and confusion this has caused.

With this, may I please request you to submit your revision on the submission portal and I would be glad to process your submission once received.

Thank you and should you require further assistance, please do let me know.

Best regards,

**Cherry Roque** -Journal Editorial Office

On behalf of Cogent Business and Management

Taylor & Francis Group

4 Park Square | Milton Park | Abingdon | Oxon | OX14 4RN | UK

---

**From:**dwiwidyani11973@gmail.com

**Sent:**

**To:**dwiwidyani11973@gmail.com

**Cc:**

**Subject:**Re: Re: 192097031 (Cogent Business & Management) A revise decision has been made on your submission

Dear Pantea,

Thank you for your info.

We removed author details and we have submitted our revised manuscript.

We highlighted changes that we made in the manuscript.

Please review the manuscript and we are looking forward to receiving your feedback.

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Jum, 14 Feb 2020 pukul 21.29 Cogent Business and Management <[em@editorialmanager.com](mailto:em@editorialmanager.com)> menulis:

Ref: COGENTBUSINESS-2019-0600R2  
192097031

The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance  
Cogent Business & Management

Dear Anak Dwi Widyani,  
Your manuscript entitled "The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance", which you submitted to Cogent Business & Management, has now been reviewed.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

Unfortunately, i am not able to forward your paper to the reviewers as you have to remove your details.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,  
Pantea Foroudi  
Senior Editor  
Cogent Business & Management

Comments from the Editors and Reviewers:

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*In compliance with data protection regulations, you may request that we remove your personal registration details at any time. ([Remove my information/details](#)). Please contact the publication office if you have any questions.*



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

---

## 192097031 (Cogent Business & Management) A revise decision has been made on your submission

---

**Cogent Business and Management** <em@editorialmanager.com>

13 Maret 2020 23.18

Balas Ke: Cogent Business and Management <business@cogentoa.com>

Kepada: Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

Ref: COGENTBUSINESS-2019-0600R3

192097031

The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance

Cogent Business & Management

Dear Anak Dwi Widyani,

Your manuscript entitled "The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Apr 12, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on [business@cogentoa.com](mailto:business@cogentoa.com)

Please ensure that you include the following elements in your revised submission:

- \* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find out more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)

- \* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

- \* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo
- \* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article. If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Pantea Foroudi

Senior Editor

Cogent Business & Management

Comments from the Editors and Reviewers:

Dear Author

Please see below my comments to improve quality of the paper

Re-draw your figure 2. Design a model in PowerPoint and add results, avoid using a screenshot of the model from PLS. It looks very careless at the current situation.

Remove figure 1 from the introduction or move to another section

Introduction - The motivation for this study in the Introduction is not strong enough. Be bolder about why we should care about this and what the gap is in the literature. My chief concern is that the originality of the paper is not clear. The introduction section is confusing; please follow below.

1. Establish the importance of research.
2. Establish a theory based gap.
3. Research question.
4. Contribution.
5. Paper structure.

Add a managerial and theoretical contribution sections

Update your references and use 2020, 2019, 2018, 2017

Looking forward to receive the updated version

---

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

---

## 192097031 (Cogent Business & Management) A revise decision has been made on your submission

---

Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

15 Maret 2020 23.49

Kepada: Cogent Business and Management <business@cogentoa.com>

Dear Editor,

Thank you for your review.

Please find below our response for your feedback.

Looking forward to hearing from you.

Please see below my comments to improve quality of the paper

Re-draw your figure 2. Design a model in PowerPoint and add results, avoid using a screenshot of the model from PLS. It looks very careless at the current situation.

Response: We have drew a new figure to replace previous figure from PLS result

Remove figure 1 from the introduction or move to another section

Response: We removed figure 1

Introduction - The motivation for this study in the Introduction is not strong enough. Be bolder about why we should care about this and what the gap is in the literature. My chief concern is that the originality of the paper is not clear. The introduction section is confusing; please follow below.

1. Establish the importance of research.

Response: We added importance of the research

2. Establish a theory based gap.

Response: We added research gap

3. Research question.

Response: We added research question

4. Contribution.

Response: We added managerial and theoretical contribution

5. Paper structure.

Add a managerial and theoretical contribution sections

Response: We added managerial and theoretical contribution

Update your references and use 2020, 2019, 2018, 2017

Response: We added new references

With best regards,

Anak Agung Dwi Widyani

[Kutipan teks disembunyikan]



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

---

## 192097031 (Cogent Business & Management) Your submission has been accepted

---

**Cogent Business and Management** <em@editorialmanager.com>

18 Maret 2020 04.15

Balas Ke: Cogent Business and Management <business@cogentoa.com>

Kepada: Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

Ref: COGENTBUSINESS-2019-0600R4  
192097031

The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance  
Cogent Business & Management

Dear Anak Dwi Widyani,

I am pleased to tell you that your work was accepted for publication in Cogent Business & Management on Mar 17, 2020.

Please note: only minor, or typographical changes can be introduced during typesetting and proofing of your manuscript. Major changes to your manuscript will not be permitted.

For your information, comments from the Editor and Reviewers can be found below if available, and you will have an opportunity to make minor changes at proof stage.

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Once the version of record (VoR) of your article has been published in Cogent Business & Management, please feel free to deposit a copy in your institutional repository.

Thank you for submitting your work to this journal, and we hope that you will consider us for your future submissions.

Best wishes

Pantea Foroudi  
Senior Editor  
Cogent Business & Management

Comments from the Editors and Reviewers:

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentbusiness/login.asp?a=r>). Please contact the publication office if you have any questions.



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## **Cogent Business & Management | Query concerning your accepted manuscript COGENTBUSINESS-2019-0600R4**

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**Cherry Roque** <em@editorialmanager.com>

18 Maret 2020 06.32

Balas Ke: Cherry Roque <business@cogentoa.com>

Kepada: Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

Dear Dr. Anak Agung Dwi Widyani,

Congratulations on the acceptance of your manuscript by Cogent Business & Management.

Unfortunately, the publication of your article is currently being delayed because of the following issues:

- please could you supply the clean editable source files for your main document and biography (updated version of your manuscript with no highlights and no track changes) – this will be the word/latex/notepad file that you used to create your manuscript;
- please could you edit the numbering of figures as I have noticed that figure 1 is missing.

Thank you and we look forward to hearing from you and please let me know if you have any further queries.

Best wishes,  
Cherry Roque  
Administrator  
Cogent Business & Management

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentbusiness/login.asp?a=r>). Please contact the publication office if you have any questions.



Anak Agung Dwi Widyani &lt;dwiwidyani11973@gmail.com&gt;

**Cogent Business & Management | Query concerning your accepted manuscript  
COGENTBUSINESS-2019-0600R4**

Anak Agung Dwi Widyani &lt;dwiwidyani11973@gmail.com&gt;

22 Maret 2020 20.35

Kepada: Cherry Roque &lt;business@cogentoa.com&gt;

Dear Cherry,

Thank you for the good news.

We have removed the text highlight and edited the figure numbering as attached file.

We could not submit through submission portal as there was no revise button.

Kindly advise when the article is ready for publication.



Anak Agung Dwi Widyani ▾

My Work						Submit New Manuscript
Submission	Title	Journal	Status	Payment Status	Updated	
192097031	The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance	Cogent Business & Management	Accepted	Awaiting Article Acceptance	17 Mar 2020	

With best regards,

Anak Agung Dwi Widyani

Pada tanggal Rab, 18 Mar 2020 pukul 06.30 Cherry Roque &lt;em@editorialmanager.com&gt; menulis:

Dear Dr. Anak Agung Dwi Widyani,

Congratulations on the acceptance of your manuscript by Cogent Business &amp; Management.

Unfortunately, the publication of your article is currently being delayed because of the following issues:

- please could you supply the clean editable source files for your main document and biography (updated version of your manuscript with no highlights and no track changes) – this will be the word/latex/notepad file that you used to create your manuscript;
- please could you edit the numbering of figures as I have noticed that figure 1 is missing.

Thank you and we look forward to hearing from you and please let me know if you have any further queries.

Best wishes,  
Cherry Roque  
Administrator  
Cogent Business & Management

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentbusiness/login.asp?a=r>). Please contact the publication office if you have any questions.

**The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance\_Revised 4.docx**

182K



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## Cogent Business & Management - Please complete your author agreement

---

authoragreement@taylorandfrancis.com <authoragreement@taylorandfrancis.com>

24 Maret 2020 23.26

Kepada: dwiwidyani11973@gmail.com



### Your Author Publishing Agreement (APA) with Taylor and Francis

Attention: Anak Agung Dwi Widyani

Hello,

In order to publish your article, "The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance", we ask that you complete your Author Publishing Agreement. Please click the link below (or copy the URL into your browser) to launch our online Author Publishing Agreement portal. The process should take only a few minutes. In most cases, you will receive immediate notice that your agreement is accepted and will be able to download a copy of it for your records.

Please do not reply to this email. If you need immediate assistance concerning your article, please instead contact [OABM-production@journals.tandf.co.uk](mailto:OABM-production@journals.tandf.co.uk).

Thank you.

**Start »**

<https://authoragreement.taylorandfrancisgroup.com/Start/51be6417-95c8-423b-bf3b-fde7b650de46>

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

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## Proof corrections required for your article (Manuscript ID: OABM 1747827)

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cogentoa.iproof@integra.co.in <cogentoa.iproof@integra.co.in>

2 April 2020 02.25

Kepada: dwiwidyani11973@gmail.com

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

Manuscript Title: The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance

Manuscript DOI: 10.1080/23311975.2020.1747827

Journal: Cogent Business & Management

Dear Anak Agung Dwi Widyani,

According to our records we have not yet received your corrections for this article. Please submit your answers to the Author Queries and any other typographical or essential corrections as soon as possible so that we can proceed with publication.

You can access and make corrections to your article through the Taylor & Francis online proofing system:

<https://www.icorrectproof.com/Home/Integra?JNv4dutdm2qaraPXogy+ajC0LLxVMTIBFrGWnuW3vLR7KKcAHfr7oFBI Dv8uCjRIGdnkVcxYQvjJ5lrlUry5ZVq4y6t4Z2x4w1U6lb6tZgSLtUjWhhSuUiFFb2pR4Bk8>

Log-in email address: [dwiwidyani11973@gmail.com](mailto:dwiwidyani11973@gmail.com)

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

Thank you,

Dhivya Bharathi Periyasamy

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

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Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

## Proof corrections required for your article (Manuscript ID: OABM 1747827)

Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

3 April 2020 22.30

Kepada: cogentoa.iproof@integra.co.in

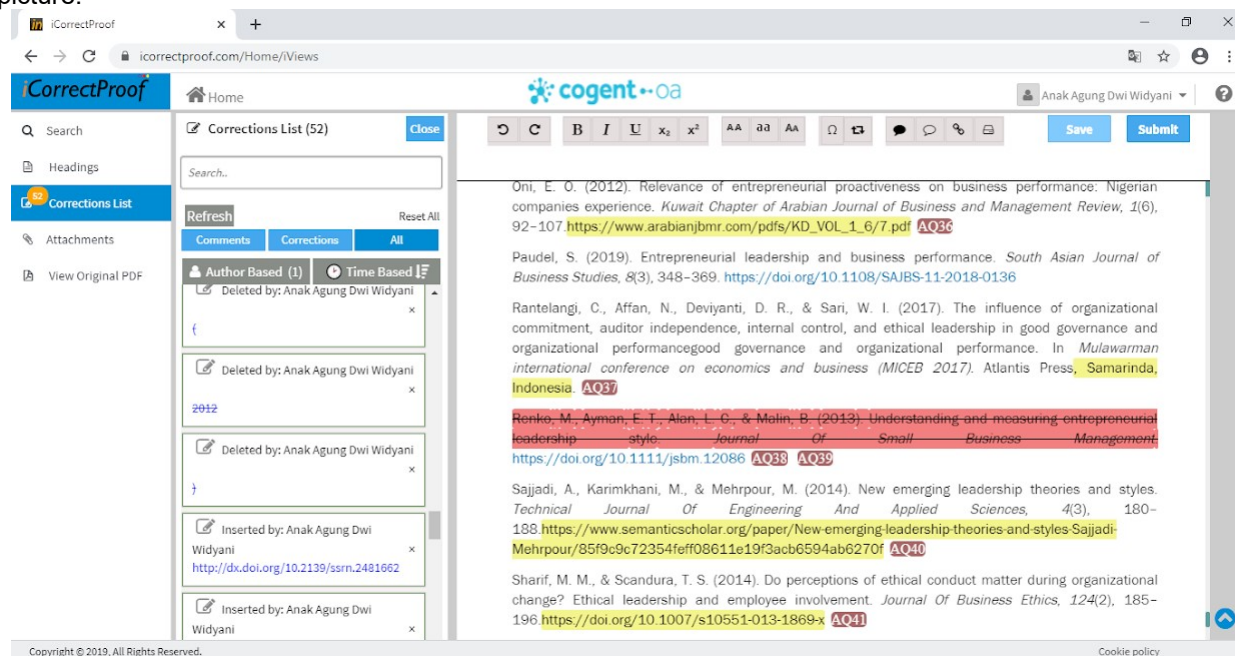
Cc: OABM-production@journals.tandf.co.uk

Dear Dhivya,

Thank you for your email.

We have submitted our corrections through proofing system.

All corrections have been done, but some of the correction symbol not turn into green color as shown as below picture.



Also we would like to inform you to make correction on author name, which in the proofing system written I. Wayan Gde Sarmawa.

Please remove the dot after I so it should be I Wayan Gde Sarmawa.

## The role of ethical behavior and entrepreneurial leadership to improve organizational performance

Anak Agung Dwi Widyani <sup>1,\*</sup>, Nengah Landra <sup>1</sup>, Nengah Sudja <sup>1</sup>, Mateus Ximenes <sup>2</sup>, **I. Wayan Gde Sarmawa <sup>3</sup>**

**Edit Author(s)**

<sup>1</sup> Faculty of Economics and Business, Mahasarakswati University in Denpasar, Denpasar, Bali, Indonesia;

<sup>2</sup> Department of Economics and Business, Institute of Business (IOB), Timor Leste **AQ1**;

<sup>3</sup> Faculty of Economics and Business, Warmadewa University in Denpasar, Denpasar, Bali, Indonesia

And the last one we would like you to edit author affiliation in Author Publishing Agreement as shown below. Author affiliation I Wayan Gde Sarmawa should be Faculty of Economic and Business Warmadewa University Denpasar.

1

2

3

Below is the information about your article that will appear on your author agreement. Please confirm that the information is correct and click "next." If you see an error, please stop here and select "contact us" to report the problem.

Article Title	The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance
Article DOI	10.1080/23311975.2020.1747827
Journal Title	Cogent Business & Management
Journal Subtitle	

Corresponding Author

Anak Agung Dwi Widyani  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

Complete Author List

Anak Agung Dwi Widyani  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

Nengah Landra  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

I Nengah Sudja  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

Mateus Ximenes  
Faculty of Economic, East Timor Institute Of  
Business (IOB) Dili Timor Leste

I Wayan Gde Sarmawa  
Faculty of Economics and Business, Lecturer of  
the Faculty of Economics and Business, Udayana  
University, Denpasar-Bali-Indonesia

Next >

Thank you very much for your assistance.

With best regards,

Anak Agung Dwi Widyani

[Kutipan teks disembunyikan]



Anak Agung Dwi Widyani <dwiwidyani11973@gmail.com>

---

**Re: Re: Proof corrections required for your article (Manuscript ID: OABM 1747827)  
#TrackingId:6033907**

---

**OABM-production@journals.tandf.co.uk** <OABM-production@journals.tandf.co.uk>

7 April 2020 15.08

Kepada: dwiwidyani11973@gmail.com

Dear Anak Agung Dwi Widyani,

Apologies for the delay in getting back to you.

The author name and his affiliation has been changed and it will be reflected in final proof and APA as well.

Thank you.

Best wishes,

Dhivya

Cogent OA, Taylor & Francis Group  
2&4 Park Square, Milton Park, Abingdon  
Oxfordshire, OX14 4RN  
UNITED KINGDOM  
[www.CogentOA.com](http://www.CogentOA.com)

Cogent Business and Management

---

**From:** [dwiwidyani11973@gmail.com](mailto:dwiwidyani11973@gmail.com)

**Sent:** 03-04-2020 08:01

**To:** [cogentoa.iproof@integra.co.in](mailto:cogentoa.iproof@integra.co.in), [dhivyabharathi.periyasamy@integra.co.in](mailto:dhivyabharathi.periyasamy@integra.co.in)

**Cc:**

**Subject:** Re: Re: Proof corrections required for your article (Manuscript ID: OABM 1747827)

Dear Dhivya,

Thank you for your email.

We have submitted our corrections through proofing system.

All corrections have been done, but some of the correction symbol not turn into green color as shown as below picture.

1

2

3

Below is the information about your article that will appear on your author agreement. Please confirm that the information is correct and click "next." If you see an error, please stop here and select "contact us" to report the problem.

Article Title	The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance
Article DOI	10.1080/23311975.2020.1747827
Journal Title	Cogent Business & Management
Journal Subtitle	

Corresponding Author

**Anak Agung Dwi Widyani**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

**Nengah Lendra**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

**I Nengah Sudja**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

Complete Author List

**Anak Agung Dwi Widyani**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

**Nengah Lendra**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

**I Nengah Sudja**  
Faculty of Economic and Business, Universitas Mahasaraswati Denpasar

**Mateus Ximenes**  
Faculty of Economic, East Timor Institute Of Business (IGB) Dili Timor Leste

**I Wayan Gde Sarmawa**  
Faculty of Economics and Business, Lecturer of the Faculty of Economics and Business, Udayana University, Denpasar-Bali-Indonesia

Next >

1

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Below is the information about your article that will appear on your author agreement. Please confirm that the information is correct and click "next." If you see an error, please stop here and select "contact us" to report the problem.

Article Title	The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance
Article DOI	10.1080/23311975.2020.1747827
Journal Title	Cogent Business & Management
Journal Subtitle	

Corresponding Author

**Anak Agung Dwi Widyani**  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

Complete Author List

**Anak Agung Dwi Widyani**  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

**Nengah Landra**  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

**I Nengah Sudja**  
Faculty of Economic and Business, Universitas  
Mahasaraswati Denpasar

**Mateus Ximenes**  
Faculty of Economic, East Timor Institute Of  
Business (IOB) Dili Timor Leste

**I Wayan Gde Sarmawa**  
Faculty of Economics and Business, Lecturer of  
the Faculty of Economics and Business, Udayana  
University, Denpasar-Bali-Indonesia

Next >

2 of 3

Anak Agung Dwi Widyani

Pada tanggal Kam, 2 Apr 2020 pukul 02.26 <[cogentoa.iproof@integra.co.in](mailto:cogentoa.iproof@integra.co.in)> menulis:

Manuscript Title: The Role of Ethical Behavior and Entrepreneurial Leadership to Improve Organizational Performance

Manuscript DOI: 10.1080/23311975.2020.1747827

Journal: Cogent Business & Management

Dear Anak Agung Dwi Widyani,

According to our records we have not yet received your corrections for this article. Please submit your answers to the Author Queries and any other typographical or essential corrections as soon as possible so that we can proceed with publication.

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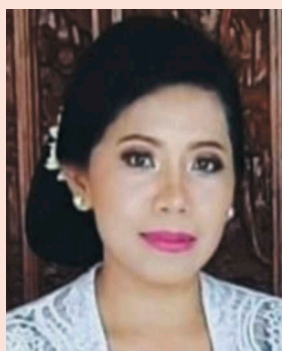
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## MANAGEMENT | RESEARCH ARTICLE

# The role of ethical behavior and entrepreneurial leadership to improve organizational performance

Anak Agung Dwi Widyani<sup>1\*</sup>, Nengah Landra<sup>1</sup>, Nengah Sudja<sup>1</sup>, Mateus Ximenes<sup>2</sup> and I Wayan Gde Sarmawa<sup>3</sup>

**Abstract:** This study aims to examine the role of ethical behavior and entrepreneurial leadership in improving organizational performance. This research was conducted at the management of the Lembaga Perkreditan Desa (LPD) in Bali. Based on 2016 data, the number of LPDs in Bali was 1433 units, but 177 units were not operating, so 1256 units spread out in 9 districts/cities. Sampling is based on Slovin formula with 9% precision, so the number of LPDs sampled is 34 units. The determination of LPD samples in each district/city was carried out by stratified proportional random sampling. The research respondents were LPD administrators consisting of heads, secretaries, and treasurers in each LPD sample, so the number of respondents was 102 people. Data retrieval is done through interviews with respondents based on the prepared questionnaire. Furthermore, data processing is carried out with the SmartPLS 3.0 program. The results of the study found that



Anak Agung Dwi Widyani

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### PUBLIC INTEREST STATEMENT

A company leader must have ethics in managing the company. Unethical leaders sometimes act arrogantly in achieving company goals. This can have a negative impact on the company in the long run. Therefore, the leader must have an entrepreneurial spirit, must also have good entrepreneurial ethics. Therefore, in order to improve organizational performance well supported, it is necessary to have a leader who has entrepreneurial obligations, as well as ethics.

ethical behavior is part of entrepreneurial leadership behavior. Ethical behavior can significantly improve LPD performance. Integrating ethical behavior with entrepreneurial leadership is significantly able to improve organizational performance (LPD), so ethical entrepreneurial leadership is very important in the management of the organization.

**Subjects:** Leadership; Entrepreneurship and Small Business Management; Human Resource Management

**Keywords:** ethical behavior; entrepreneurial leadership; ethical entrepreneurial leadership; organizational performance

## 1. Introduction

Lembaga Perkreditan Desa (hereinafter referred to as LPD) are institutions that carry out financial functions based on traditional ties in Bali. This institution plays a role in encouraging the economy of rural communities and supporting social, cultural, customary and religious life in the village. The growth and development of the role of the LPD as an intermediary institution, namely as a collector and distributor of public funds has increased. The increase occurred especially in assets, savings and deposits, and credit services. Graphically, this increase during the period of 2011 to 2016. Total assets increased from 1.7 trillion in 2011 to 15.5 trillion in 2016. Savings and time deposits increased from 7.2 trillion in 2011 to 12,9 trillion in 2016. Loans also increased from 6 trillion in 2011 to 12.1 trillion in 2016.

However, based on the LPD's 2016 accountability report, the rate of repayment (non-performing loans/NPL) is very high reaching an average of above 7%, in terms of according to banking regulations, the safe limit of the NPL ratio is 5%. This means that increasing public trust is not in line with the LPD's financial performance.

Interviews with a number of LPD administrators revealed that a number of deviations were made by the LPD authorities in granting credit to the public, such as the disbursement of credit to people who were not procedurally eligible for the credit. Procedurally, people who deserve credit are based on 5-C criteria (character, capacity, capital, collateral, condition) and 7-P (personality, party, purpose, prospect, payment, profitability, and protection) (Anggriawan et al., 2017; Sukma et al., 2015). Ignoring these principles by LPD administrators is one of the causes of the high NPL ratio for LPDs. This is one form of ethical neglect from an administrator in managing the LPD.

According to Kuratko (2007), the success of a leader, besides having an entrepreneurial spirit, must also behave ethically. Ethics becomes important when leaders make decisions related to business continuity. Therefore the relevance of business principles and ethics in leadership is very important in relation to organizational performance. Udo et al. (2017) states that entrepreneur leadership is leadership that promotes a strong organizational culture, especially a strong ethical culture.

Ethical organization management can increase public trust in the organization. In addition, managing organizations that are ethically able to maintain the sustainability of the organization, and perform better Hijal-Moghrabi et al. (2017) states that organizational principles that apply ethical principles affect organizational performance. Ethical organization management will reduce the resolution of complaint (Ebitu & Beredugo, 2015). Kehinde (2010); Khademfar and Amiri (2013); Agboola and Epetimehin (2015), Madanchian et al. (2016), and Khan et al. (2018) also found that organizational management was ethically able to improve organizational performance. Based on this description, the leadership that plays an important role in management, eliminating the ability of entrepreneurs. However, some of this research does not agree on the effect of leadership on organizational performance (Kim & Thapa, 2018; Rantelangi et al., 2017).

Based on this study, it is important to examine entrepreneurial leadership that is ethical in organizational performance. Ethical entrepreneurial leadership is a novelty in this study because at the moment a number of studies only focus on leadership style, entrepreneurial leadership, and ethical leadership.

## **2. Theory, previous research, research hypothesis**

### **2.1. Entrepreneurial leadership**

Entrepreneurial leadership is one of the leadership styles to anticipate uncertainty in the business environment Jagdale and Shankar (2014), Harrison et al. (2018), and Paudel (2019). According to Kuratko (2007), entrepreneurial leadership is the ability of leaders to establish, apply vision and maintain flexibility, think strategically, and work with others to make changes to create a better future for the company. Entrepreneurship leadership is suitable to be applied to various types of businesses. According to Sajjadi et al. (2014), entrepreneurial leadership is a leadership style that is able to delegate, build responsible behavior of employees, make and determine decisions, and work freely. Sajjadi et al. (2014) explaining leaders with skills and characteristics of entrepreneurship is the main concept for an entrepreneurial leadership. The mindset about entrepreneurial leadership will be achieved through the development of strategic resource management. Entrepreneurial thinking and the ability to manage strategic resources will be able to increase creativity and innovation which in turn will have a positive impact on organizational performance.

In a number of references, entrepreneurial leadership is described in a number of dimensions namely proactiveness, innovativeness, and risk-taking Jagdale & Shankar, 2014; Tarabishy & Solomon, 2005). Proactiveness is defined as the leadership's adaptability in responding to environmental changes that will affect the programs of the institution it leads. Power Innovativeness is the ability of leaders to implement creativity in order to solve problems and find opportunities that can provide inspiration for all employees in carrying out operational activities. Meanwhile, Risk Taking is defined as the courage of the leader to take a risk with mature calculations on the activities of the organization.

These dimensions are very closely related to the progress of a business. Companies that have the ability to adapt to the changes that occur, always try to present quality new products in accordance with market needs, and do not feel afraid of failures that might occur, this can encourage the company to grow better. Proactive behavior according to Crant (2000), is an important factor in organizational success. Leaders who have proactive behavior are more successful in facing dynamic environmental situations Thomas et al. (2010) The results of the study Oni (2012); Ashad et al., 2013; Wambugu et al., 2015) found that employee proactive behavior significantly affected business performance. Ashad et al. (2013), Odumeru (2013), Mafini (2015), Tajudin et al. (2015), and Karakas et al. (2017); Soetantyo and Ardiyanti (2018) also found innovativeness had a significant effect on organizational performance Ashad et al. (2013) also found that risk-taking significantly affected organizational performance. Based on this, the research hypothesis is constructed as follows:

Hypothesis 1: Proactiveness has a significant positive effect on LPD performance

Hypothesis 2: Innovativeness has a significant positive effect on LPD performance

Hypothesis 3: risk-taking has a significant positive effect on LPD performance.

### **2.2. Ethical behavioral**

Entrepreneurial behavior tends to justify any means to gain big profits, sometimes even less ethical. The unethical behavior of an entrepreneur leader will be the dark side of entrepreneurial behavior (the dark side of an entrepreneur). This can be avoided if the leader as a model of behavior in an organization that can be followed by subordinates, must avoid unethical behavior.

According to Kuratko (2007), the less ethical leaders tend to cause employees to be dishonest in carrying out their duties. Harrison et al. (2018) emphasizes, that the success of a leader in leading an organization is influenced by the ethical values that are believed.

According to Copeland (2014), leaders must have good morality ethics. This is important because the leader is a model that will be a role model/example in behaving by employees/followers. Leaders who have morality ethics both tend to be respected and each direction is followed by followers/employees. Therefore, organizations led by ethical leaders tend to have employees who have high integrity and loyalty.

A number of references suggest that leaders can be said to be ethical if they are caring, trustworthy, honest, fair and responsible (Sharif & Scandura, 2014). Whereas in research Ketut. et al. (2015) ethical indicators consist of transparent behavior, attention to stakeholder interests, responsibility, loyalty, and compliance with applicable regulations. Leaders who have these behaviors are able to encourage employees to perform better, resulting in better business performance. This is evidenced by a number of research results that found that ethical leaders have a significant positive effect on organizational performance, namely Khademfar and Amiri (2013); Butt et al. (2016); Susmiato and Nurmawanti (2018). Based on this, the research hypothesis is built, namely:

Hypothesis 4: Ethical behavior has a significant positive effect on LPD performance

### 3. Research method

This research was conducted in 34 LPD taken in a proportional manner in each district/city based on the level of LPD health.

The sample is determined based on the Slovin formula with 9% precision so that the number of samples is 34 units. Determination of the number of samples in each category in each district/city is determined by stratified proportional random, then the results are shown as shown in Table 1. The respondents in each LPD sampled were taken purposively three people, namely chairman, secretary, and treasurer, so the number of respondents is 102 people. Data/information collection is done through direct interviews based on the prepared questionnaire. Data that has been collected then conducted an analysis with the SmartPLS 3.0 program.

### 4. Result and discussion

#### 4.1. Validity and reliability

Validity and reliability in this study are based on the results of data processing with SmartPLS 3.0, the results are shown in Table 2. Table 2 shows that all indicators used as a measure of the research variables indicate the value of outer loading is greater than 0.5 and significant. This means the indicators are valid. Likewise, the Cronbach's alpha value indicates a value greater than 0.70, meaning that all research variables are reliable

#### 4.2. Accuracy of the research model

The accuracy of the model in this study was carried out by analyzing the value of R-Square ( $R^2$ ) and Goodness of Fit (GoF). Based on the results of data processing obtained  $R^2$  value of 0.889, this means that 88.9% of organizational performance is influenced by the dimensions of entrepreneurial leadership and ethical behavior. According to Cohen's criteria (Cohen, 1988), this value indicates a strong influence. When viewed from the GoF value calculated based on the GoF formulation =  $\sqrt{(A.com \times A.R^2)}$ , the result is 0.7196. Based on the criteria (Akter et al., 2011), this value is classified as strong.

#### 4.3. Hypothesis testing

Based on data processing with SmartPLS 3.0, the results of hypothesis testing are shown in Figure 1 and Table 3. Based on Table 3, it can be seen that the path proactiveness to organizational

**Table 1. LPD population and samples in Bali Province by regency/city and LPD health**

No	Regency/ City	Population					Samples				
		1	2	3	4	Total	1	2	3	4	Total
1	Denpasar	33	1	1		35	1				1
2	Badung	103	16	3		122	3				4
3	Buleleng	114	13	12	3	142	3	1			3
4	Jembrana	59	3			62	2				2
5	Tabanan	200	27	15	1	243	5	1	1		7
6	Gianyar	155	45	29	10	239	4	1	1		6
7	Bangli	110	24	14		148	3	1			4
8	Klungkung	85	13	9	1	108	2		1		3
9	Karangasem	97	47	10	3	157	3	1			4
	Total	956	189	93	18	1257	26	5	3		34

Source: Data processed, 2020 Remarks: 1 = healthy, 2 = healthy enough, 3 = less healthy, 4 = unhealthy

**Table 2. Validity and reliability test results**

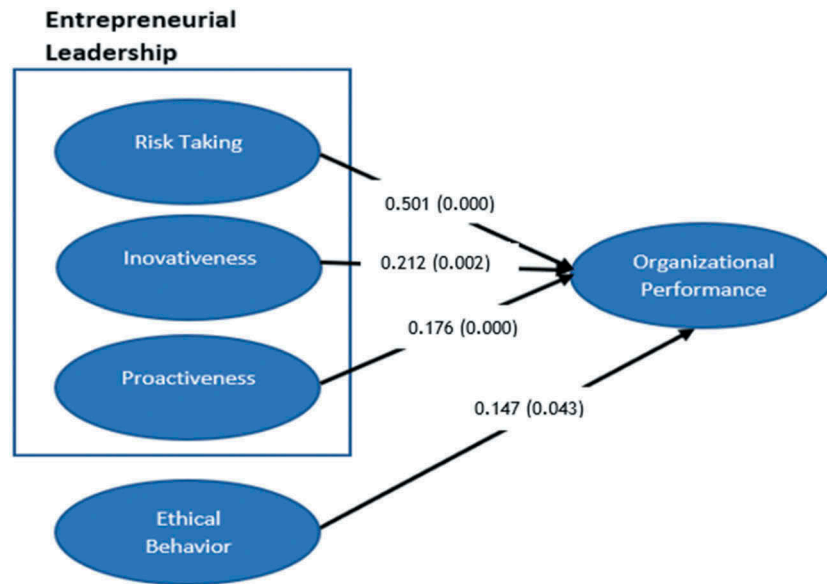
Variables	Dimension	Indicators	Outer Loading	Cronbach's Alpha
Entrepreneurial Leadership	Proactiveness	Responsiveness	0.806	0.828
		New Products	0.659	
		New Services	0.589	
		New Administration System	0.905	
		Competition	0.871	
	Innovativeness	Product Development	0.700	0.805
		System Development	0.822	
		Past Services	0.715	
	Risk-Taking	Risk Analysis	0.739	0.720
		Dare to Act	0.879	
		Exploitation of Opportunities	0.783	
Ethical Behavior		Transparency	0.812	0.833
		Attention to Stakeholders	0.660	
		To Be Responsible	0.872	
		Faithfull	0.784	
		Discipline	0.828	
Organizational Performance		Productivity	0.817	0.744
		Profitability	0.857	
		Growth	0.645	
		Stability	0.772	
		Image	0.785	

Source: Data processed, 2020

performance is 0.176 with a p-value of 0.000. This means that proactiveness has a significant positive effect on organizational performance. The value of the innovative path to organizational performance is 0.212 with a p-value of 0.002. This means that innovativeness has a significant positive effect on organizational performance.

Similarly, the path value of risk-taking to organizational performance is 0.501 with p-value 0,000, meaning that risk-taking has a significant positive effect on organizational performance. Based on the results of these tests, it means that the entrepreneurial leadership dimension consisting of proactiveness, innovativeness, and risk-taking has a significant positive effect on organizational performance. Based on these results, hypotheses 1,2 and 3 are accepted. Risk-taking gives the biggest contribution, then followed by innovativeness, and proactiveness. These results illustrate that the success of leaders in managing organizations is largely determined by the ability of leaders to predict and anticipate risk. Innovative and proactive behavior of a leader should always consider the risks that might occur and prepare solutions to those risks. A number of previous research results that support the results of this study, such as Oni (2012); (Ashad et al., 2013); (Wambugu et al., 2015) found that employee proactive behavior significantly affected business performance. Ashad et al. (2014); Odumeru (2013), Mafini (2015), and Tajudin et al. (2015); Djampagau et al. (2018); Soetantyo and Ardiyanti (2018) also found innovativeness had a significant effect on organizational performance. Ashad et al. (2013) also found that risk-taking significantly affected organizational performance.

**Figure 1. Results of data processing with the SmartPLS 3.0 program.**



**Table 3. Entrepreneurial leadership and ethical behavior dimension path coefficient towards organizational performance**

Independent Variables		Dependent Variable	Path Coefficient	p-value	Remark
Entrepreneurial Leadership	Proactiveness	Organizational Performance	0.176	0.000	sig
	Innovativeness		0.212	0.002	sig
	Risk-Taking		0.501	0.000	sig
Ethical Behavior			0.147	0.043	sig

Source: Data processed, 2020

Likewise, the Ethical behavior as shown in Table 3 also shows a significant positive effect on organizational performance. This is indicated by the value of the path of ethical behavior to organizational performance of 0.147 with p-value  $0.043 < 0.05$ . Based on these results, hypothesis 4 is also accepted. The ethical behavior of a leader supports the organization's long-term success. This is related to increasingly good public trust in the organization. The results of this study are in line with a number of previous research findings, namely Khademfar and Amiri (2013); Butt et al. (2016); Chukwujiokwe and Akbin (2018).

## 5. Conclusion and recommendation

Referring to the results of the hypothesis test it can be concluded that the entrepreneurial leadership dimensions (proactiveness, innovativeness, and risk-taking) and ethical behavior show a significant positive effect on LPD performance in Bali Province. The meaning is, that increasing entrepreneurial behavior with more ethical behavior, is able to encourage improvement in LPD performance, especially in terms of productivity, profitability, growth, stability, and image of Village Credit Institutions in Bali. However, the results of this study still need to be examined more deeply, given the limitations of the sample, variables, and location of research that is only carried out in the area of Bali.

The results of this study found that the dimensions of entrepreneurial leadership consisting of proactiveness, innovativeness, and risk-taking and ethical behavior showed a significant positive effect on organizational performance. Risk-taking provides the largest contribution from other dimensions of entrepreneurial leadership, therefore it is important to improve the ability of leaders

to predict risks and prepare solutions to risks that might occur. Although ethical behavior contributes not too much, it is very important in maintaining public confidence in the organization. Therefore it needs to be maintained and improved. In addition to having an entrepreneurial leadership, organizational leaders also need to apply ethical behavior in order to continue to gain public trust in the long run.

## 6. Theoretical and managerial contribution

Generally in a number of literatures and researches the general leadership style, entrepreneurial leadership, and ethical leadership are presented. However, in this study collaborating the concepts of entrepreneurial leadership and ethical leadership in one unit into ethical entrepreneurial leadership. Empirically, this research found that ethical behavior contributes significantly to organizational performance. The combination of entrepreneurial leadership and ethical behavior (ethical entrepreneurial leadership) contributes significantly to organizational performance. Therefore, in terms of management, the application of ethical entrepreneurial leadership, in addition to being able to improve organizational performance, is expected to contribute to business sustainability in the longer term.

## 7. Limitation and future research

This study still examines separately between entrepreneurial leadership which consists of the dimensions of proactiveness, innovation, and risk-taking on the one hand, and ethics on the other. Integrating entrepreneurial dimensions of leadership with ethical behavior can form a new variable that still needs to be tested, namely Ethical Entrepreneurial Leadership (EEL) which consists of dimensions of proactiveness, innovativeness, risk-taking, and ethical behavior.

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