

ARTICLE TEMPLATE**Title: The Article Title Must Be Informative and Engaging.**

[The title should be clear, concise, informative, engaging, and identify the main issue of the paper. It should be written in sentence case, not exceeding 25 words, and avoid abbreviations. The font is Arial, 12pt; Bold; Centered; Single Line Spacing.]

AUTHOR NAMES AND AFFILIATIONS [Arial; 12pt; Bold; Single]

[Write the full name of each author along with their affiliation and institution. If there is more than one author, provide detailed information for the first author.]

First Author's Name 1)*; Second Author's Name 2); and so on n) [Arial; 11pt; Bold; Single]

A maximum of 6 authors

*) Corresponding Author

¹⁾ First Author's Email Address, Institution Name, [Arial; 11pt; Bold; Single]

²⁾ Second Author's Email Address, Institution Name, [Arial; 11pt; Bold; Single]

ⁿ⁾ Last Author's Email Address, Institution Name, [Arial; 11pt; Bold; Single]

Received:

Reviewed:

Accepted:

Published:

Abstract [Arial; 11pt; Bold; Single]

Abstract is an outline/summary of the paper. The abstract should reflect the content of the manuscript. A concise and factual abstract is required. The abstract should not exceed 200 words and must briefly state the following:

Objective: Provide a brief explanation of the main research problem and research objectives.

Methodology: Outline the research methods, data, and materials used in this study. Explain how the methods were applied to obtain the discussion results.

Findings: Present the research findings based on empirical studies conducted using specific methodologies.

Conclusion: Provide the conclusion of the study.

Keywords: Provide a maximum of 5 keywords, separated by semicolons (;). (The abstract must be written in English).

INTRODUCTION [Arial; 12pt; Bold; Single]

The introduction outlines the argument for why the research is interesting or why it is important to conduct the study. To address this, the introduction must include the following background elements:

- (a) **Basic Concept** – Explain the significance of the research. This can begin with one of the keywords related to the research topic.
- (b) **Problem Statement** – Describe the problem in accordance with the research topic, supported by indications of the issue, and provide a theoretical explanation of the possible solution. The research problem can also be based on observations, experiences, or a review of previous studies to identify research gaps.
- (c) **Novelty** – Explain the limitations of previous studies related to the research topic. This should be presented based on an in-depth review of prior research.
- (d) **Research Urgency** – Justify the importance of conducting the study in relation to the research topic.

The final part of the introduction should briefly state the research objectives in paragraph form.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The literature review consists of two (2) sub-sections: **Literature Review** and **Conceptual Framework & Hypothesis Development**.

- **Literature Review:** The author must explain the conceptual definition of variables relevant to the research topic. The review should be based on textbooks and at least four (4) previous research references.
- **Conceptual Framework & Hypothesis Development:** The author must describe the relationships between research variables based on previous studies. Each explanation of the variable relationship should conclude with a hypothesis statement (Hn), followed by an illustration of the research conceptual framework.

RESEARCH METHOD [Arial; 12pt; Bold; Single]

The research method describes the strategy, process, or techniques used for data collection, as well as the specification of tools and materials for the study.

It includes procedures for collecting numerical data that can be sorted, measured, or categorized through statistical analysis. This section should explain:

- **Measurement Development** – Define the operationalization of variables.
- **Data Analysis Methods** – Describe the statistical methods used to test the hypotheses.
- Additionally, the author must explain the population or sample used and the research location.

RESULTS AND DISCUSSION [Arial; 12pt; Bold; Single]

Research Results

The author must present the findings based on the research methods applied. This explanation should include a brief profile of respondents, a description of the statistical test results according to the statistical analysis tool used, and an explicit explanation of the hypothesis testing results.

Discussion

The discussion section explains the relationship between research findings and the theories and/or previous studies in accordance with the proposed hypotheses. The research findings should be analyzed critically, supported by clear facts, and linked to prior concepts or theories. The discussion should include a deep interpretation of the findings, a critical comparison with previous research (published journal articles), and an explanation of whether the findings strengthen or contradict past studies. The discussion may be structured with subheadings based on the research hypotheses.

CONCLUSION AND RECOMMENDATIONS [Arial; 12pt; Bold; Single]

The **Conclusion** is a statement summarizing all findings and ideas, providing a strong final impression of the study. The **Recommendations** should be a practical narrative based on the research findings and discussion. The conclusion and recommendations should address:

1. Restating the research problem discussed in the journal
2. Summarizing the overall arguments and findings
3. Implications of the findings

4. Key recommendations to solve the research problem
5. Directions for future research

REFERENCES

All sources cited in the text must be included in the reference list, and all entries in the reference list must be cited in the text. The reference list should contain relevant sources, with at least 80% being primary sources (scientific journal articles) published within the last five years.

References must be presented completely and correspond to the citations in the article. They should be arranged alphabetically and formatted according to the latest **APA Style**. It is mandatory to use reference management applications such as **Mendeley**, **Zotero**, **RefWorks**, and similar tools.

IMPORTANT NOTES:

- **Figures and Tables** [Arial; 12pt; Bold; Single]
Figures and tables help enhance written ideas, simplify complex textual descriptions, assist in understanding intricate processes, and visualize trends in data and information. Table titles and numbers should be placed above the table, while figure titles and numbers should be placed below the figure. The sources of tables and figures should be stated at the bottom of each table and figure. The text within tables is allowed to use a font size of 11pt. [Arial; 11pt; Bold; Left]
- The article length must be a **minimum of 20 pages and a maximum of 30 pages**, with **single-line spacing** throughout the entire article.
- Each author is required to **cite at least three (3) scientific journal articles** from the *Jurnal Manajemen Sinergi (JMS)*, which can be accessed at the following link:
<https://ejournal.unkhair.ac.id/index.php/JMS/issue/archive>

Example Table:

Table 2. Average Variance Extracted (AVE)

	AverageVarianceExtracted (AVE)
Job Satisfaction (Y1)	0,763
Employee Performance (Y2)	0,709
Motivation (X1)	0,686
Work Environment (X2)	0,746

Note: There is no need to write sources below the table.

Image Example :

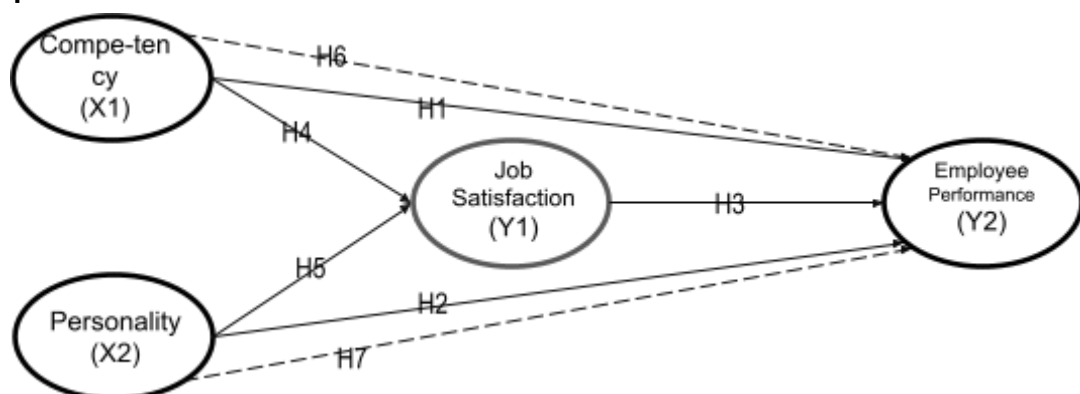


Figure 1. Research Conceptual Framework

Example References:

References from Articles:

- Badrianto, Y., & Astuti, D. (2023). The Role of Job Satisfaction as a Mediator in the Effect of Organizational Commitment on Employee Performance. *Jesya: Jurnal Ekonomi & Bisnis Syariah*, 6(1), 841–848. <https://doi.org/10.36778/jesya.v6i1.1013>
- Basri, S. K., & Rauf, R. (2021). The Impact of Work Enthusiasm and Job Satisfaction on Employee Performance. *YUME: Journal of Management*, 4(1), 103–121. <https://doi.org/10.37531/yum.v11.76>

References from Books (Textbooks):

- Daft, R. L. (2010). *New Era Management, Ninth Edition*. Canada: South-Western, Nelson Education Ltd.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Rstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Vol. 21, Issue 1). America: SAGE Publication, Inc.

References from Theses/Dissertations:

- Andes, S. L. (2021). The Effect of Corporate Governance and Intellectual Capital on Competitive Advantage and Firm Value. In *Thesis*. Repository.Ub.Ac.Id.

References from Internet (Web Page):

- Kusnandar, V. B. (2021). The Economy of Tangerang City as the Largest in Banten in 2020. <https://Databoks.Katadata.Co.Id/>. [August 23, 2021]

References from Newspapers:

- Tohis, J. R. (2019). Micro, Small, and Medium Enterprises in Tangerang. *TribunJakarta.Com*. <https://doi.org/https://jakarta.tribunnews.com/> (Columns 1-4)

Authors **are required** to use **Mendeley** for reference management and adhere to the **APA Style 7th edition** format. This ensures consistency in citations and references according to international academic standards. Mendeley helps organize references automatically, minimizes formatting errors, and simplifies the insertion of in-text citations and reference lists following **APA 7th edition** guidelines.