

Article Title: Concise, Specific, and Reflecting the Main Research Contribution

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Abstract: Write a single-paragraph abstract of approximately 200–250 words. The abstract must clearly state the empirical or theoretical problem, the research gap and/or novelty, the objective, the research design and data sources, the principal findings (not merely general statements), and the main theoretical or practical contribution. Do not include citations, tables, figures, unexplained abbreviations, or claims that are not supported in the manuscript. For manuscripts written in Indonesian, provide the abstract language version required by the journal editorial policy.

Keywords:

3–5 specific keywords

Avoid overly general terms

Use concepts central to the study

General manuscript format (delete before submission): Use Segoe UI throughout the manuscript. Main body text should use 10 pt font, 1.15 line spacing, justified alignment, and the single-column layout shown in this template. Maintain the heading hierarchy and page layout provided. Table and figure text may use 9–10 pt Segoe UI where needed for legibility; captions and source notes should use Segoe UI 9 pt. Do not alter the journal identity, margins, header, or section numbering structure.

1. Introduction

The introduction must build a clear scientific argument rather than merely describe a general topic. Start with the current empirical phenomenon or public problem, supported by credible and up-to-date evidence. Explain why the problem is relevant to public administration, public policy, governance, public management, or closely related fields. Then synthesize the state of the art from relevant prior studies, identify what remains unresolved, formulate the research gap explicitly, state the novelty or distinct contribution, and end with the research question(s) and/or objective(s). Avoid a long textbook-style explanation of basic concepts and avoid listing previous studies one by one without synthesis.

- Recommended flow: empirical phenomenon/problem → disciplinary relevance → state of the art → research gap → novelty → research question/objective.
- Use recent peer-reviewed literature as the main basis for the argument; seminal older works may be used when theoretically necessary.
- The novelty must be specific and defensible (theoretical, empirical, methodological, contextual, or an integration of these), not merely a new research location.

2. Literature Review

The literature review must function as an analytical synthesis that supports the research argument and analytical framework. It should not repeat the introduction or become a collection of definitions. Organize the review thematically around the concepts and theories directly used to analyze the data. Authors may adapt the subheadings below to the topic and research design.

Theoretical and Conceptual Foundation

Explain the principal theory or conceptual framework, its key dimensions or propositions, and why it is appropriate for the research problem. Combine seminal references with recent developments in the literature. Clarify how the concepts will be used analytically in the study rather than simply defining terms.

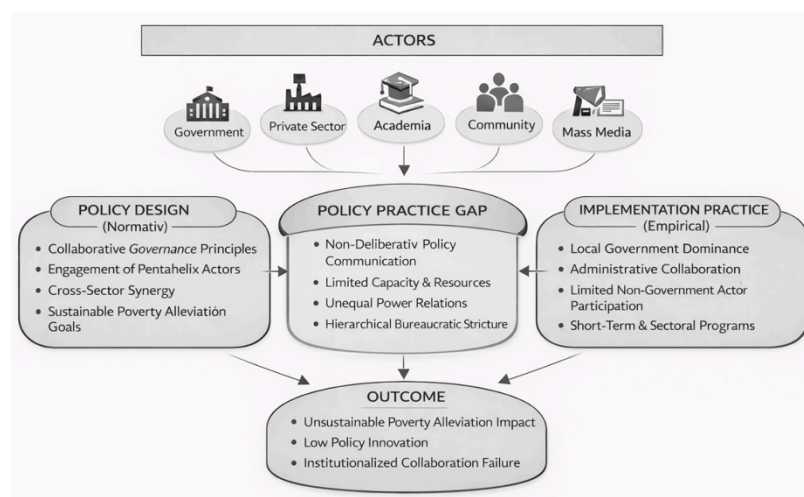
Previous Studies and State of the Art

Synthesize relevant previous studies by comparing their findings, approaches, contexts, and limitations. Show patterns of agreement, contradiction, or underexplored issues. Prioritize peer-reviewed journal articles and studies directly connected to the manuscript topic. The review should demonstrate the author's command of current national and international scholarship.

Research Gap, Novelty, and Analytical Framework

State the research gap precisely and show how it is derived from the reviewed literature. Distinguish an empirical or policy problem from an academic research gap. Explain the manuscript's novelty and contribution in relation to existing studies. When relevant, present a conceptual/analytical framework or propositions that connect the key concepts and guide data collection and analysis. Any figure or model must be explained in the text and should not be purely decorative.

Figure 1. Title of Figure



Source: Author's visualization / primary documentation / adapted from Author (Year).

Figure instruction: Place the figure title above the figure and the source/note below it. Figures must be directly relevant to the analysis, cited in the narrative, and sufficiently clear for print and screen reading. Use consistent labels and units; avoid decorative images, unreadable screenshots, or figures that merely repeat a table. If adapted from another source, provide the appropriate citation and permissions where required.

3. Research Methods

The methods section must be sufficiently transparent to allow readers to assess the credibility, validity, and reproducibility or auditability of the research process. Describe what was actually done, not only generic methodological definitions. Adapt the following subheadings for qualitative, quantitative, mixed-methods, comparative, bibliometric, or other appropriate design.

Research Design

Specify the research approach and design, unit of analysis, research location/context, study period, and the rationale for selecting the case or setting. Explain how the design is aligned with the research question and theoretical framework.

Figure 2. Stages of the Research Process



Population, Sample, Participants, or Informants

Explain the target population or participant/informant characteristics, sampling or selection technique, inclusion/exclusion criteria where relevant, sample size or number of informants, and the rationale for adequacy. For qualitative studies, clarify the basis for purposive/theoretical selection and saturation or information sufficiency. For quantitative studies, explain sampling logic and sample adequacy.

Data Source and Data Collection

Describe primary and/or secondary data sources, instruments, interview/observation/document procedures, survey measures, dataset sources, or other techniques used. Provide enough information on instrument development, operationalization of variables/concepts, data collection period, and procedures so that the evidence can be traced to the findings.

Data Analysis

Explain the analysis procedure step by step, including coding, categorization, statistical tests, model estimation, integration of mixed-method strands, bibliometric procedures, or other techniques as applicable. Mention software only when it is relevant to the analytical procedure; software is not a substitute for explaining the method. Show how the analysis answers the research question and links to the analytical framework.

Data Validity and Validity

Describe procedures used to ensure data quality, such as validity and reliability testing, triangulation, member checking, inter-coder agreement, robustness checks, sensitivity analysis, or other appropriate strategies. For research involving human participants or sensitive data, explain informed consent, confidentiality/anonymity, ethical approval where applicable, and relevant ethical safeguards.

4. Results and Discussion

Results and discussion must be analytical and directly linked to the research question(s). Present findings in a logical sequence and integrate empirical evidence with theoretical interpretation and relevant literature. Do not merely restate interview excerpts, statistical outputs, or tables without explaining their meaning. Subheadings should reflect the main analytical themes or findings rather than generic labels.

Results/Empirical Findings

Present the principal findings supported by adequate evidence. For quantitative studies, report the relevant descriptive and inferential statistics and, where appropriate, effect sizes, confidence intervals, model fit, or other indicators. For qualitative studies, present themes, patterns, mechanisms, or relationships supported by selective quotations, observations, documents, or other traceable evidence. Avoid excessive raw data and ensure each table/figure has a clear analytical purpose.

- Tables and figures must be numbered consecutively, titled clearly, cited in the text, and accompanied by the data/source note where relevant.
- Do not duplicate the same information simultaneously in narrative text, tables, and figures unless analytically necessary.

Use the following table and figure formats as layout examples. Replace all placeholder content with manuscript-specific material and renumber consecutively according to the order of citation in the text.

Table 1. Title of Table

No	Variable/Indicator	Finding/Value	Description
1	Indicator A	Value/Finding	Brief analytical description
2	Indicator B	Value/Finding	Brief analytical description
3	Indicator C	Value/Finding	Brief analytical description

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Table instruction: Place the table title above the table. Keep tables editable (not pasted as images), use concise column headings, report units and statistical notes where relevant, cite every table in the narrative, and place the source/note immediately below the table. Avoid repeating all table values verbatim in the text; discuss only the analytically important patterns.

Discussion

Interpret why the findings occur and explain their significance. Compare the findings with previous studies and the theoretical framework: identify where the results confirm, extend, refine, or contradict prior knowledge. The discussion must make the manuscript's contribution visible and should not simply repeat the Results section. Where findings differ from previous studies, provide a reasoned explanation grounded in evidence and context.

Theoretical and Practical/ Policy Implications

Explain the implications that follow directly from the findings. The theoretical implication should clarify what the study adds to, modifies, or specifies within existing concepts or theory. The practical or policy implication should identify actionable lessons for public organizations, policymakers, stakeholders, or governance arrangements without overstating what the evidence can support. State the scope or contextual conditions under which the implications are expected to apply.

5. Conclusion

Provide a concise synthesis that directly answers the research objective or question. Emphasize the main contribution rather than repeating the Results and Discussion section. State the most important theoretical and/or practical implication, acknowledge the study's substantive limitations, and indicate realistic directions for future research when relevant. Do not introduce new data, new analysis, or unsupported claims, and avoid citations unless exceptionally necessary.

6. References

List only sources cited in the manuscript and ensure every in-text citation appears in the reference list. Use APA 7th Edition consistently and use a reference manager such as Mendeley, Zotero, or EndNote. Prioritize primary, peer-reviewed journal sources; as an editorial quality standard, at least 80% of references should ideally come from scientific journal articles and the majority should be from the most recent 10 years, while seminal older sources may be retained when theoretically essential. Use DOI links in the form <https://doi.org/...> whenever available, verify that all URLs/DOIs are active, and avoid duplicate or incomplete references. References should demonstrate engagement with relevant national and international scholarship rather than reliance on textbooks, theses, blogs, or non-scholarly websites.

- APA 7th examples: journal article, book/book chapter, official report, dataset, and website should follow the corresponding APA 7 format.
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Ansell, C., & Gash, A. (2007). *Collaborative Governance in Theory and Practice*. 18(4), 543–571.
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<https://doi.org/https://doi.org/10.17509/jpei.v7i2.85422>

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