

# **Title of the Article (Maximum 14 Words, Times New Roman 14, Bold, Centered)**

**Author One<sup>1\*</sup>, Author Two<sup>2</sup>, Author Three<sup>3</sup> (Times New Roman 12, Centered)**

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## **ABSTRACT: (Times New Roman 10)**

*The abstract must be self-contained and should not include citations. It should concisely state the purpose of the study, research design or method, key findings, and the main contribution of the study. The abstract should be written in a clear and non-technical manner while remaining informative for an academic audience. The article title should appear on the abstract page, but the authors' names and affiliations should not be included. The abstract length should be between 200–250 words.*

**Keywords:** 2–5 keywords representing key variables or concepts

## **1. INTRODUCTION (Times New Roman 12, Bold)**

The introduction should situate the research problem within relevant theoretical and empirical debates in a concise and problem-driven manner. As this journal adopts a strict IMRAD structure, authors are expected to integrate key literature and theoretical perspectives directly into the introduction rather than presenting a separate literature review section. The discussion of prior studies should be selective and focused on establishing the scholarly context of the research problem.

This section should begin by outlining the broader phenomenon and its relevance in contemporary academic and practical contexts. Authors should refer to recent and authoritative studies to demonstrate how the topic has been examined, while critically identifying conceptual, empirical, or contextual limitations in existing research. The emphasis should be on articulating a clear and well-justified research gap rather than providing an exhaustive overview of the literature.

Based on the identified gap, the introduction should clearly formulate the research problem and research objective(s). Research questions or hypotheses may be stated explicitly when appropriate. The formulation should reflect analytical precision and theoretical grounding, avoiding descriptive or normative statements.

The introduction should conclude by presenting the research framework that guides the study. The research framework should briefly explain the key constructs or concepts examined, their presumed relationships or analytical links, and how they inform the research design and analysis. When applicable, a conceptual figure may be introduced to visualize the research framework.

## **METHODS (Times New Roman 12, Bold)**

This section should provide sufficient detail to enable replication and allow readers to assess the rigor and credibility of the study. Authors must clearly report the research approach, study context or setting, participants or data sources, data collection procedures, data analysis techniques, strategies to ensure methodological rigor, and ethical considerations. The methodological description must be aligned with the research objectives and the research framework presented in the Introduction. The journal accepts quantitative, qualitative, mixed

methods, systematic review/meta-analysis, bibliometric analysis, design science research, action research, and conceptual or methodological studies. Authors should follow the relevant structure below.

**Methods options:**

**1. Quantitative Research Method (Times New Roman 12, Bold)**

a. **Research Approach**

This subsection should describe the research design and approach adopted (e.g., cross-sectional survey, experimental, quasi-experimental, explanatory), including the underlying paradigm and rationale.

b. **Study Site and Time Frame**

This subsection should specify the study location and the period of data collection.

c. **Population and Sample**

This subsection should describe the target population, sampling technique, sample size determination, and key characteristics of the sample.

d. **Data Collection (Type and Source of Data; Data Collection Techniques)**

This subsection should explain the types and sources of data and the techniques used to collect them, including instruments and procedures.

e. **Operational Definitions of Variables**

This subsection should provide clear operational definitions of all variables or constructs, including indicators and measurement items.

f. **Measurement Scales**

This subsection should specify the measurement scales used and any scale validation procedures.

g. **Data Analysis**

This subsection should describe the statistical techniques and software used, including assumption testing and model estimation procedures.

**2. Qualitative Research Method (Times New Roman 12, Bold)**

a. **Research Approach**

This subsection should describe the qualitative approach adopted (e.g., phenomenology, grounded theory, case study, ethnography) and justify its suitability.

b. **Research Setting**

This subsection should describe the research setting and relevant contextual characteristics.

c. **Participant Selection**

This subsection should explain how participants were identified and recruited, including inclusion criteria.

d. **Data Collection Techniques**

This subsection should describe the qualitative data collection techniques and procedures.

e. **Trustworthiness of Data**

This subsection should explain the strategies used to ensure credibility, dependability, confirmability, and transferability.

f. **Data Analysis**

This subsection should describe the qualitative data analysis procedures and stages of interpretation.

**3. Mixed Methods Research Method (Times New Roman 12, Bold)**

This subsection should describe the mixed methods design adopted (e.g., explanatory sequential, exploratory sequential, convergent parallel), the rationale for integrating quantitative and qualitative strands, the sequence of data collection and analysis, and the integration procedures used to synthesize findings.

**4. Systematic Review / Meta-Analysis / Bibliometric Analysis (Times New Roman 12, Bold)**

This subsection should describe the review protocol, databases searched, search strategy, inclusion and exclusion criteria, screening procedures (e.g., PRISMA), data extraction, and synthesis techniques. For meta-analysis or bibliometric studies, the analytical techniques and software should be specified.

**5. Design Science Research / Action Research (Times New Roman 12, Bold)**

This subsection should describe the problem identification, artifact or intervention design, implementation context, evaluation procedures, and iterative cycles of refinement. The methodological rigor and evaluation criteria should be clearly stated.

**6. Conceptual or Methodological Study**

**(Times New Roman 12, Bold)**

This subsection should describe the theoretical grounding, concept development procedures, analytical logic (e.g., integrative review, theory synthesis), and validation strategies (e.g., expert review, illustrative cases) used to develop the proposed framework or method.

### **3. RESULTS (Times New Roman 12, Bold)**

This section reports the empirical findings of the study in a clear, systematic, and objective manner. Results must be presented in alignment with the research objectives and research framework stated in the Introduction. Authors should present findings without interpretation or theoretical elaboration; interpretive analysis and implications must be reserved for the Discussion section. Only essential results should be reported, supported by tables and figures where appropriate.

#### **1. Quantitative Results (Times New Roman 12, Bold)**

##### **Descriptive Results**

Report sample characteristics and key descriptive statistics relevant to the research objectives. Only essential statistics should be presented in the main text. Detailed statistics may be provided in tables.

##### **Inferential Results**

Report the results of hypothesis testing or model estimation. Key parameters (e.g., coefficients, effect sizes, confidence intervals, and significance levels) should be presented clearly. The text should highlight the main patterns, while detailed values may be summarized in tables.

##### **Robustness or Supplementary Analyses (if applicable)**

Report additional analyses that support the main findings, such as robustness checks or subgroup analyses. These results should be directly relevant to the research questions.

#### **2. Qualitative Results (Times New Roman 12, Bold)**

##### **First-Order Findings (Minor Propositions or Themes)**

Present initial categories, codes, or themes that emerged from the data. Each finding should be supported by representative excerpts or empirical evidence.

##### **Second-Order Findings (Major Propositions or Theoretical Themes)**

Present higher-order themes or propositions derived from the first-order findings. These should synthesize patterns across cases or participants.

##### **Emergent Model or Framework (if applicable)**

Present any emergent conceptual model or framework derived from the qualitative analysis. The model should be described briefly in the text and illustrated with a figure where appropriate.

#### **3. Mixed Methods Results (Times New Roman 12, Bold)**

Report the quantitative and qualitative results in a logically integrated manner, following the chosen mixed methods design (e.g., explanatory sequential, exploratory sequential, or convergent). The presentation should clarify how findings from one strand inform or complement the other. Integration should be demonstrated through joint displays, cross-references, or synthesized summaries.

#### **4. Systematic Review / Meta-Analysis / Bibliometric Results (Times New Roman 12, Bold)**

Report the screening and selection results (e.g., number of records identified, screened, and included), followed by the main synthesis outcomes. For meta-analyses, report pooled effect sizes and heterogeneity measures. For bibliometric analyses, report key patterns such as publication trends, co-authorship networks, or thematic clusters.

#### **5. Design Science Research / Action Research Results (Times New Roman 12, Bold)**

Report the developed artifact or intervention outcomes and the results of its evaluation. Present performance indicators, user feedback, or observed changes resulting from the intervention. Only empirical outcomes should be reported in this section; interpretive implications should be reserved for the Discussion.

#### **6. Conceptual or Methodological Study Results (Times New Roman 12, Bold)**

Report the outcomes of concept development, framework refinement, or methodological validation. Present the finalized constructs, dimensions, or procedural steps as empirical results of the analytical process.

### **Placement and Referencing**

Tables and figures must be placed as close as possible to their first mention in the text. Each table and figure must be explicitly cited in the text (e.g., “Table 1 presents...”, “Figure 2 illustrates...”). Authors should include only essential data and avoid duplicating the same information in both tables and figures.

**Captions and Formatting**

**Figures**

Figure X. Short descriptive title (Single spacing, Times New Roman 10)

If applicable, include source or notes below the figure:



Source: Processed data, year  
(Single spacing, Times New Roman 10)

**Tables**

**Table X. Example** (Single spacing, Times New Roman 10)


Source: Processed data, year (Single spacing, Times New Roman 10)  
(Single spacing, Times New Roman 10)

**Design and Readability**

Tables and figures must be self-explanatory and readable without extensive reference to the main text. Use consistent formatting throughout the manuscript. Avoid excessive decoration. Ensure that axes, legends, and units in figures are clearly labeled.

**4. DISCUSSION (Times New Roman 12, Bold)**

This section interprets and contextualizes the findings reported in the Results section. Authors should explain the meaning of the findings in relation to the research objectives and research framework, situate the results within relevant theoretical and empirical literature, and articulate their implications. The discussion should move beyond description to provide analytical insight, while avoiding overgeneralization, normative claims, or unwarranted causal inferences.

**Interpretation of Main Findings**(Times New Roman 12, Bold)

This subsection should interpret the principal findings and explain what they reveal about the studied phenomenon. Authors should explicitly link the interpretation to the research framework and research question(s), clarifying how the findings confirm, extend, or challenge existing understandings.

This subsection should position the findings in relation to prior empirical and theoretical work. Authors are expected to discuss areas of convergence and divergence with previous studies, including those that report contrasting or conflicting results. Authors should engage critically with the literature rather than selectively citing only supportive findings.

### **Theoretical Implications** (Times New Roman 12, Bold)

This subsection should articulate the implications of the findings for theory development, refinement, or boundary conditions. Authors should clarify how the results contribute to ongoing scholarly debates or advance conceptual understanding within the relevant field.

### **Practical and Policy Implications**(Times New Roman 12, Bold)

This subsection should discuss the practical relevance of the findings for practitioners, managers, policymakers, or other stakeholders. Implications should be grounded in the empirical results and framed cautiously, avoiding prescriptive or normative claims that exceed the study's evidence.

### **Limitations and Directions for Future Research** (Times New Roman 12, Bold)

This subsection should acknowledge key limitations of the study and explain how these limitations may affect the interpretation or generalizability of the findings. Authors should propose concrete and feasible directions for future research that logically follow from the study's results and limitations.

## **5. CONCLUSION** (Times New Roman 12, Bold)

This section should succinctly summarize the key findings of the study in relation to the research objectives and research framework. The conclusion should highlight the main insights derived from the results and discussion without introducing new data, analyses, or citations. Authors should emphasize the overall significance of the findings for the field and, where appropriate, briefly indicate their broader implications for practice or policy. The conclusion should be concise, integrative, and reflective of the study's scope and design, avoiding overgeneralization or causal claims that are not supported by the evidence.

### **Limitations and Future Research Directions** (Times New Roman 12, Bold)

This subsection should transparently acknowledge the main limitations of the study, such as constraints related to research design, sample characteristics, data sources, or contextual scope. Limitations should be presented constructively, explaining how they may affect the interpretation or generalizability of the findings. Based on these limitations, authors should propose specific and feasible directions for future research that logically extend the current study. Suggestions for future research should be concrete and aligned with the research framework and findings, rather than generic calls for further studies.

## **ACKNOWLEDGMENTS** (Times New Roman 12, Bold)

This section should acknowledge individuals, institutions, or organizations that provided non-financial support to the study (e.g., technical assistance, access to data, field support, or intellectual input) but do not meet the criteria for authorship. Authors should avoid excessive acknowledgments and ensure that all acknowledged parties have consented to be named.

## **FUNDING** (Times New Roman 12, Bold)

Authors should disclose all sources of financial support for the research. If the study did not receive any specific funding from public, commercial, or non-profit funding agencies, please state:

*“This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.”*

## **CONFLICT OF INTEREST** (Times New Roman 12, Bold)

Authors must declare any potential conflicts of interest (financial or non-financial) that could be perceived to influence the research. If no conflicts of interest exist, please state:

**“The authors declare no conflict of interest.”**

## **DATA AVAILABILITY** (Times New Roman 12, Bold)

Authors should state whether the data supporting the findings of this study are available and, if so, where they can be accessed (e.g., public repository, upon reasonable request from the corresponding author). If data cannot be shared due to ethical or legal restrictions, this should be clearly stated.

### **AUTHOR CONTRIBUTIONS** (Times New Roman 12, Bold)

Authors should specify individual contributions using standardized roles (e.g., conceptualization, methodology, data collection, analysis, writing—original draft, writing—review and editing). The contribution of each author should be clearly stated to ensure transparency and accountability.

### **REFERENCES** (Times New Roman 12, Bold)

All references must be formatted consistently using the journal's reference style (e.g., APA 7th edition). Authors are responsible for ensuring the accuracy and completeness of all references. Only works cited in the text should appear in the reference list, and all in-text citations must be included in the reference list. Authors are encouraged to prioritize recent and high-quality sources from reputable journals.

#### **1. Book**

**Format:**

Author's Last Name, Initial(s). (Year). *Book title*. City: Publisher.

**Example:**

Wilber, K. (2000). *A Theory of Everything*. Boston: Shambhala Publications, Inc.

#### **2. Website**

**Format:**

Author's Last Name, Initial(s). (Year). Title. [Online]. Available at: URL [Accessed Month Day, Year].

**Example:**

Tsagklis, I. (2017). Full Android Application Tutorial. [Online]. Available at: <http://www.javacodegeeks.com/2010/10/android.html> [Accessed June 1, 2017].

#### **3. Institutional Website**

**Format:**

Institution Name. (Year). Title. [Online]. Available at: URL [Accessed Month Day, Year].

**Example:**

Universitas Widyagama. (2017). Full Android Application Tutorial. [Online]. Available at: <http://www.widyagama.ac.id/2010/10/android.html> [Accessed June 1, 2014].

#### **4. Journal Article**

**Format:**

Author's Last Name, Initial(s). (Year). Article title. *Journal Title*, Volume(Issue), page range. City: Publisher (if applicable).

**Example:**

Warrick, D. D. (1981). Leadership styles and their consequences. *Journal of Experiential Learning and Simulation*, 3(4), 155–172. Colorado: Colorado Springs.

#### **5. Book with Two to Five Authors**

**Format:**

First Author's Last Name, Initial(s), Second Author's Name, Initial(s), and Third Author's Name, Initial(s). (Year). *Book title*. City: Publisher.

**Examples:**

- Two authors:  
Weston, J. F., and Copeland, T. E. (2002). *Managerial Finance* (9th ed.). Orlando: The Dryden Press.
- Three authors:  
Moh'd, M. A., Perry, L. G., and Rimbey, N. J. (2001). Ownership structure and corporate debt policy: A cross-sectional time-series analysis. *Financial Review*, 33, 85–99.

#### **6. Book with More Than Five Authors**

**Format:**

First Author's Last Name, Initial(s), et al. (Year). *Book title*. City: Publisher.

**Example:**

Angmar, D., et al. (2014). *Creativity for Writing Narration*. Malang: Delov, Inc.

**7. Edited Book****Format:**

Editor's Last Name, Initial(s). (Ed.). (Year). *Book title*. City: Publisher.

**Example:**

Angmar, D. (Ed.). (2014). *Creativity for Writing Narration*. Malang: Delov, Inc.

**8. Book Edition****Format:**

Author's Last Name, Initial(s). (Year). *Book title* (edition). City: Publisher.

**Example:**

Wilber, K. (2000). *A Theory of Everything* (3rd ed.). Boston: Shambhala Publications, Inc.

**9. Institutional Book / Government Publication****Format:**

Institution Name. (Year). *Book title*. City: Publisher.

**Example:**

Ministry of Health of the Republic of Indonesia. (2014). *The impact of smoking on health and the economy*. Jakarta: Ministry of Health.

**10. Chapter in an Edited Book****Format:**

Author's Last Name, Initial(s). (Year). Chapter title. In *Book title*. City: Publisher.

**Example:**

Azzuhri. (1990). Improving local business performance through cross-cultural management. In *International Dialogue Scholars Association Management Indonesia*. Malang: AIMI.

**11. Translated Book****Format:**

Author's Last Name, Initial(s). (Year). *Book title*. Translated by Translator's Name. City: Publisher.

**Example:**

Angmar, D., et al. (2014). *Creativity for Writing Narration*. Translated by Taufik. Malang: Delov, Inc.

**12. Thesis / Dissertation****Format:**

Author's Last Name, Initial(s). (Year). *Title of thesis/dissertation*. Thesis/Dissertation, University Name, City. (Unpublished).

**Example:**

Helmy, D. A. (2008). *The influence of managerial individual capability and government roles on managerial capability, firm capability, and business performance in small furniture enterprises in East Java*. Dissertation, Universitas Airlangga, Surabaya. (Unpublished)

**13. Conference Proceedings****Format:**

Author's Last Name, Initial(s), and Co-author's Initial(s). (Year). Article title. In *Proceedings title*, conference venue and location, date, page range.

**Example:**

Aisjah, S., and Hadianto, E. A. (2012). Islamic performance index based on financial performance: A study of Bank Muamalat Indonesia and Bank Syariah Mandiri. In *Proceedings of the 3rd International Seminar and Conference of the Indonesian Management Scholars Association*, Swiss-Belhotel Panakkukang, Makassar, October 19–20, pp. 107–120.

**14. Official Document / Report****Format:**

Institution Name. (Year). *Document title*. City: Publisher.

**Example:**

Central Bureau of Statistics (BPS) Malang. (2000). *Malang in figures 2000*. Jakarta: BPS.

**15. Magazine / Newspaper Article**

**Format:**

Author's Last Name, Initial(s). (Year). Article title. *Magazine/Newspaper Name*, publication date, page number(s). City: Publisher.

**Example:**

Angmar, D. (2014). The success of friendship. *Kompas*, February 23, p. 1. Malang: Kompas Malang.