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ABSTRACT (10pt)

Introduction/Main Objectives- Introduce the topic the paper examines and give the background that makes it worth studying. State the main objective, and include only what the reader needs. **Background Problems-** Identify the problem or management phenomenon under study, and state the research question in a single sentence. **Novelty:** Summarize what is new in the paper and briefly explain why existing research has not yet answered the question adequately. **Research Methods-** Outline the research method and the data used, and explain how the study was carried out. Be concise and avoid speculation. **Finding/Results-** List the empirical findings and add a short discussion of one or two sentences. **Conclusion-** State the conclusions and implications of the research, and end with the main take-home message.

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1. Introduction

The introduction presents the background of the problem, the gap between what should be happening and what is happening, and the novelty of the study relative to previous research. Close the section with the research question or objective and a brief outline of the paper. Submitted manuscripts must be original and not published or under review elsewhere. Cite sources in APA 7th edition style using a reference manager such as Mendeley or Zotero. Body text is Times New Roman 11 pt, justified, single spacing, with a first-line indent.

2. Literature Review and Hypothesis Development

Review the theory and the empirical evidence that support the research concept. Build each hypothesis from theoretical arguments and prior findings, and state it explicitly, as in the example below.

2.1 Theoretical Background

Describe the main theory or theories underpinning the study and define the key constructs.

2.2 Hypothesis Development

Develop each hypothesis in its own paragraph, for example:

H1: *Construct X has a positive effect on Construct Y.*

H2: *Construct M mediates the relationship between Construct X and Construct Y.*

2.3 Conceptual Framework

Where relevant, present the research model as a figure and refer to it in the text (see Figure 1).

3. Research Methods

Write the methods briefly but completely enough for the study to be replicated. Cover the research approach, population and sample, sampling technique, data collection technique, measurement of variables, and data analysis technique. Give formulas only if they are not commonly used. Place the full instrument in an appendix if needed.

3.1 Research Design

State the approach (quantitative, qualitative, or mixed methods) and justify the choice.

3.2 Population, Sample, and Data Collection

Report the population, sample size and its justification, sampling technique, and the period and procedure of data collection.

3.3 Measurement and Data Analysis

List the constructs, indicators, and sources of the scales, and describe the analytical technique and software used, including the criteria for validity and reliability.

4. Results and Discussion

Present the results first and then the discussion, under separate subheadings. Results may be shown as tables, figures, text, or a combination, but should not be too long or too many. Refer to every table and figure in the text. Tables have no vertical lines, and horizontal lines appear only at the top and bottom of the table and below the header row (see Table 1). Table and figure text is 10 pt.

4.1 Results

Table 1. Table title in sentence case

Variable	Mean	SD	Loading
Indicator 1	0.00	0.00	0.000
Indicator 2	0.00	0.00	0.000
Indicator 3	0.00	0.00	0.000

Source: Author's data processing (2026).

[Insert figure here: minimum 300 dpi, legible when printed in black and white]

Figure 1. Figure title in sentence case

4.2 Discussion

Interpret the results in light of the theory used rather than only describing them. Compare the findings with previous studies published in reputable journals, explain agreement and disagreement, and state the theoretical contribution. Subsections on theoretical and managerial implications may be added here.

5. Conclusion

The conclusion answers the research question and links back to the objectives stated in the introduction. It is not a repetition of the data. State the theoretical and practical implications, acknowledge the limitations of the study, and suggest directions for future research.

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Declarations

Author contributions: Describe each author's contribution using the CRediT taxonomy (conceptualization, methodology, analysis, writing, supervision, and so on).

Conflict of interest: The authors declare no conflict of interest (or describe it).

Funding: State the funding source, or write that the study received no external funding.

Data availability: State where the data can be accessed, or that they are available from the corresponding author on request.

Use of AI tools: Disclose any use of generative AI tools in preparing the manuscript, or state that none were used.

References

List references alphabetically, in APA 7th edition style with a hanging indent. Every work cited in the text must appear here and vice versa. Prefer articles from reputable international journals published in the last 10 years. Include the DOI as a URL for every source that has one; database names and retrieval dates are not required.

Journal article, single author

Huo, B. (2012). The impact of supply chain integration on company performance: An organizational capability perspective. *Supply Chain Management: An International Journal, 17*(6), 596-610. https://doi.org/10.1108/13598541211269210

Journal article, two or more authors

Qrunfleh, S., & Tarafdar, M. (2014). Supply chain information systems strategy: Impacts on supply chain performance and firm performance. *International Journal of Production Economics, 147*, 340-350. https://doi.org/10.1016/j.ijpe.2012.09.018

Al-Shboul, M. A. R., Barber, K. D., Garza-Reyes, J. A., Kumar, V., & Abdi, M. R. (2017). The effect of supply chain management practices on supply chain and manufacturing firms' performance. *Journal of Manufacturing Technology Management, 28*(5), 577-609. https://doi.org/10.1108/JMTM-11-2016-0154

Book

Harvey, D. D. (2015). *Ford Madox Ford, 1873-1939: Bibliography of works and criticism* (Vol. 2194). Princeton University Press.

In-text citation

One author: (Huo, 2012). Two authors: (Qrunfleh & Tarafdar, 2014). Three or more authors: (Al-Shboul et al., 2017).