

The title must not exceed 16 words, Calibri 16, Bold (Example: The role of green HRM in enhancing organizational sustainability)

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ABSTRACT

Purpose – *State the main objectives and rationale of the study.*

Design/methodology/approach – *Describe how the research was conducted. Mention the research design, methods, data sources, sample, and analytical techniques (e.g., quantitative survey, qualitative case study, conceptual framework, literature review).*

Findings – *Summarise the key results, outcomes, or insights. Present them clearly without overinterpretation. Use specific, concrete findings.*

Originality/value – *Explain what is new or novel about the study. Highlight its contribution to theory, practice, or policy, and state who benefits from the findings.*

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Keywords: 3-5 keywords



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Abstrak (in Bahasa)

Tujuan – Nyatakan tujuan utama dan alasan dilakukannya penelitian.

Desain/metodologi/pendekatan – Jelaskan bagaimana penelitian dilakukan. Sebutkan desain penelitian, metode, sumber data, sampel, dan teknik analisis (misalnya, survei kuantitatif, studi kasus kualitatif, kerangka konseptual, tinjauan pustaka).

Temuan – Ringkas hasil, luaran, atau wawasan utama. Sajikan dengan jelas tanpa interpretasi berlebihan. Gunakan temuan yang spesifik dan konkret.

Orisinalitas/nilai – Jelaskan apa yang baru atau inovatif dari penelitian ini. Soroti kontribusinya terhadap teori, praktik, atau kebijakan, dan nyatakan siapa yang mendapat manfaat dari temuan tersebut.

Kata kunci: 3-5 kata kunci

1. Introduction

Research Background and Context

- [Provide a broad opening statement that establishes the importance, relevance, or timeliness of the research area. Use recent statistics, global trends, or key developments to justify why the topic matters.]
- [Situate the study within the broader disciplinary or interdisciplinary field.]

Literature Review and Gap Identification

- [Briefly summarise prior studies that are most relevant to the topic. Focus on what has been established.]
- [Identify the limitations, inconsistencies, or unexplored areas in existing research. Clearly articulate the research gap (e.g., lack of empirical evidence, contradictory findings, under-researched context, emerging phenomenon).]

Research Objectives

- [State the overall aim(s) of the study. Use phrases such as: *This study aims to ...* or *The purpose of this research is to ...*]

Contribution and Significance

- [Explain the theoretical contribution: How does the study advance existing theories, frameworks, or knowledge?]
- [Explain the practical contribution: What are the implications for practitioners, policymakers, or society?]

Paper Structure (Optional)

- [If required by the journal or preferred by the author, conclude with a sentence outlining the organisation of the remaining sections. For example: *The remainder of this paper is structured as follows. Section 2 reviews the relevant literature ...*]

2. Theoretical Framework and Hypotheses

The Theoretical Framework and Hypotheses section establishes the theoretical foundation of the study and presents the conceptual model that guides the empirical investigation. It begins by identifying the core theory or theories that underpin the research, explaining why they are relevant and how they provide a lens for understanding the relationships among the constructs. This theoretical basis is then used to construct a conceptual framework—often depicted as a diagram—that maps the proposed relationships between variables and serves as the structural backbone of the study.

Once the theoretical foundation and conceptual model are laid out, the section proceeds to develop the hypotheses. Each hypothesis is derived deductively from the theoretical reasoning and, where applicable, supported by logical consistency or prior empirical findings. Hypotheses are stated as clear, testable propositions, typically specifying direct effects, mediating mechanisms, or moderating conditions. Together, the theoretical framework and hypotheses bridge the literature review with the methodology, clarifying what the study aims to test and why.

3. Methodology

The methodology section describes how the research was conducted. Its purpose is to provide sufficient detail so that the study could be replicated, while also justifying why the chosen design and methods are appropriate for addressing the research questions. This section is typically structured into several sub-sections: research design, sample and data collection, measurement of variables, and data analysis techniques.

Research Design – Specify the overall design (e.g., quantitative, qualitative, mixed-method, conceptual) and justify its alignment with the research objectives. State whether the study is cross-sectional or longitudinal, and describe the setting or context in which the research was carried out.

Sample and Data Collection – Define the target population and explain the sampling strategy (e.g., probability, purposive, convenience). Report the sample size and how it was determined. Describe the data collection procedure, including any instruments used (e.g., surveys, interview protocols, archival sources), and address issues of ethical approval and informed consent where applicable.

Measurement – For quantitative studies, present the operationalisation of constructs. Indicate whether measures were adapted from prior research and provide evidence of validity and reliability (e.g., Cronbach’s alpha, factor loadings). For qualitative studies, explain how themes or categories were derived and how trustworthiness (credibility, transferability, dependability, confirmability) was established.

Data Analysis – Detail the analytical techniques employed. For quantitative research, specify the statistical methods (e.g., regression, structural equation modelling, multilevel analysis) and the software used. For qualitative research, describe the analytical approach (e.g., thematic analysis, grounded theory, content analysis) and the process of coding or interpretation. If the study uses a conceptual or theoretical approach, explain how the arguments or propositions are developed and supported.

The methodology section should be written with precision, avoiding unnecessary detail about standard procedures while ensuring that all critical choices are transparent and justified. Each element must directly support the study’s ability to address the research questions and hypotheses presented earlier.

4. Results and discussion

The **Results and Discussion** section presents the findings of the study and interprets their meaning. In many journals, this section is split into two separate sections, while in others they are combined. The purpose is to report what was discovered and to explain how these findings address the research questions or hypotheses, relate to prior literature, and contribute to theory or practice.

Tables and Figures: A Narrative Guideline

Tables and figures are essential tools for presenting data efficiently and enhancing the readability of a research paper. They allow authors to display complex information in a structured, visual format that complements the textual narrative. Proper preparation of tables and figures is therefore critical; poorly designed visuals can confuse readers and detract from the study's credibility.

Table 1. Distribution of Articles by Decade

<i>Period</i>	<i>Number of Articles</i>	<i>Key Characteristics</i>
1970–1979	2	Foundational articles; conceptual and critical discussions
1980–1989	5	Expansion of topics; integration into curricula
1990–1999	0	Gap in the dataset; potential period of consolidation
2000–2009	7	Methodological innovations; e-research emergence
2010–2019	7	Online platforms; advanced statistical methods
2020–2026	3	Bibliometric analyses; ethical and cross-cultural perspectives

Source:

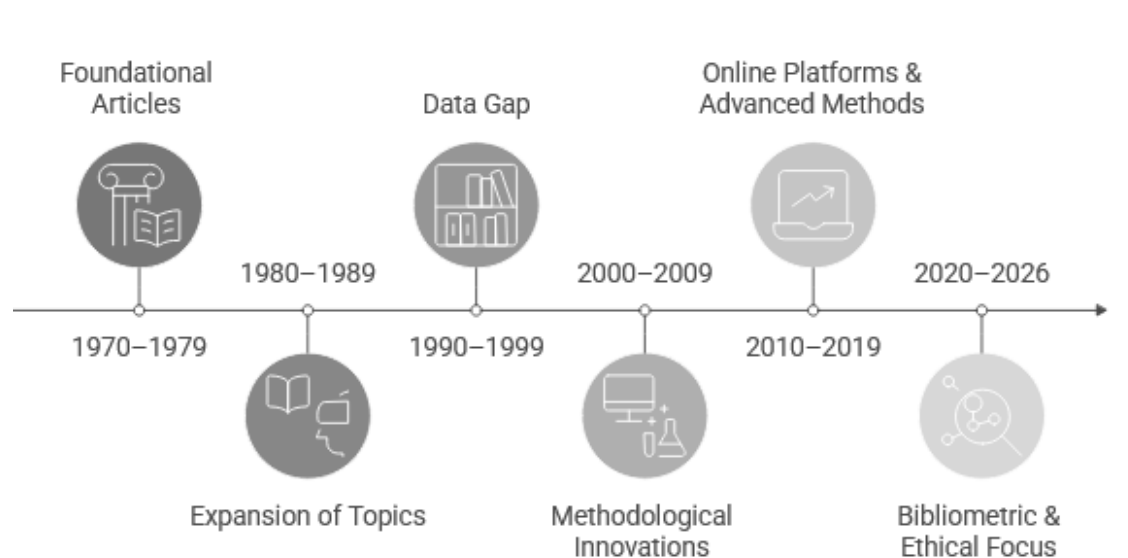


Figure 1. Distribution of Articles by Decade

Source:

Results

The results section provides a factual, objective account of the analysis without interpretation. It begins with a description of any preliminary analyses (e.g., data screening, descriptive statistics, respondent profiles) to establish the appropriateness of the data. For quantitative studies, this includes the presentation of statistical tests, model fit indices, path coefficients, significance levels, and any supplementary analyses (e.g., robustness checks, common method bias tests). For qualitative studies, results are typically organised around emergent themes, supported by representative quotations or evidence. Tables and figures should be used to present key findings efficiently; each visual should be self-explanatory and referred to in the text. The results section should align directly with the research questions or hypotheses stated earlier, presenting them in the same order.

Discussion

The discussion section interprets the results, explaining what they mean and why they matter. It begins with a concise summary of the main findings, then proceeds to connect each key finding to the theoretical framework and existing literature. This involves explaining whether the findings confirm or contradict prior studies and offering reasoned explanations for any unexpected results. The discussion should also articulate the theoretical implications—how the findings extend, refine, or challenge existing theories—as well as the practical implications for practitioners, policymakers, or other stakeholders. It is important to acknowledge the study's limitations (e.g., sample constraints, methodological choices) and propose directions for future research that build on these limitations. The discussion section closes with a concluding statement that reinforces the study's contribution and significance without introducing new findings or arguments.

Contributions and Implications – Reiterate the theoretical contributions, explaining how the study advances existing knowledge (e.g., extending a theory, filling a gap, offering a new conceptual model). Then restate the practical implications for practitioners, policymakers, or society, emphasising actionable insights derived from the findings. This section should mirror and reinforce the originality/value stated in the abstract.

Limitations and Future Research – Acknowledge the main limitations of the study (e.g., sample constraints, methodological choices, contextual boundaries) with honesty and precision. Propose specific directions for future research that logically follow from these limitations or from unanswered questions raised by the findings. This demonstrates scholarly rigor and invites continued inquiry.

5. Conclusion

The conclusion section serves as the final closing of the paper. It is not merely a restatement of the abstract or a summary of findings; rather, it synthesises the core contribution, reinforces the significance of the study, and provides a clear sense of closure. This section is typically structured into three main elements: a concise summary of the study's central findings, a reaffirmation of the theoretical and practical contributions, and a forward-looking statement that may include limitations and future research directions.

Begin with a brief recap of the research purpose and the most important findings. This summary should be succinct, focusing only on the key outcomes that directly address the research questions or hypotheses. Avoid introducing new data or detailed statistical results.

The conclusion should be concise—typically one to two paragraphs—and should leave the reader with a clear understanding of what the study accomplished and why it matters. It must not contain citations of new literature or extended discussions; instead, it provides a polished, integrative closing that ties the entire paper together.

References

The references section is a critical component of any research paper, as it acknowledges the intellectual foundation upon which the study is built and enables readers to locate the cited sources. For manuscripts prepared in the social sciences, business, and related fields, the **American Psychological Association (APA) 7th edition** style is widely adopted. Adherence to APA 7 is not merely a matter of formatting; it reflects scholarly rigor and ensures consistency across submissions.

To ensure accuracy and efficiency, the use of a citation manager—such as Mendeley, Zotero, or EndNote—is mandatory. These tools automate the formatting of both in-text citations and the reference list, drastically reducing manual errors and allowing authors to switch between citation styles effortlessly. More importantly, they help maintain a consistent and verifiable record of all sources consulted, which is especially valuable when a paper draws on a large body of literature.

DECLARATIONS SECTION

The Declarations section appears after the main text (typically after the conclusion or the references) and contains mandatory statements that ensure transparency regarding potential conflicts, funding, data availability, the use of AI tools, and authorship responsibilities. Each declaration must be presented under a clear subheading and should be written in plain, factual language.

Competing Interests – Authors must disclose any financial, professional, or personal relationships that could be perceived as influencing the research or its interpretation. If no such interests exist, the following statement is used: *“The authors have no competing interests to declare that are relevant to the content of this article.”* If competing interests do exist, they must be explicitly described.

Funding – Authors must indicate whether financial support was received for the research, writing, or publication of the article. If no funding was received, the standard statement is: *“The authors received no financial support for the research and publication of this article.”* When funding was obtained, the statement must name the funding organization(s) and, if required, the grant number(s).

Data, Materials and/or Code Availability – Authors must state whether the data, materials, or code underlying the study are available and, if so, how they can be accessed. For studies that do not involve the creation or analysis of new empirical data (e.g., conceptual papers, literature reviews), the following statement is used: *“Data sharing is not applicable to this article as no new data were created or analyzed in this study.”* For empirical studies, a more detailed availability statement (e.g., data deposited in a repository, available from the corresponding author upon request) is required.

Use of Generative AI and AI-Assisted Technologies – Authors must disclose any use of generative artificial intelligence or AI-assisted technologies during the preparation of the work. If no such tools were used, the statement is: *“During the preparation of this work, the author(s) did not use any generative artificial intelligence (AI) or AI-assisted technologies.”* If AI tools were used, the statement must specify the tool(s) and the purpose of use, and confirm that the authors are fully responsible for the content.

Authorship Statement – This statement confirms the contribution of each author and their approval of the final manuscript. For a single author, the format is: *“The author [name] contributed to the conception, writing, and revision of this manuscript. The author has read and approved the final version of the manuscript and agrees to be accountable for all aspects of the work.”* For multiple authors, contributions should be briefly described, and the statement must indicate that all authors have read and approved the final manuscript and agree to be accountable for the work.

All declarations should be presented in a single block, with each subheading in bold or as specified by the journal’s formatting guidelines. The wording of the statements must follow exactly the wording required by the journal, as provided above. No additional commentary or external references are needed.

Declarations section (example)

Competing interests

The authors have no competing interests to declare that are relevant to the content of this article.

Funding

The authors received no financial support for the research and publication of this article.

Data, Materials and/or Code Availability

Data sharing is not applicable to this article as no new data were created or analyzed in this study.

Use of Generative AI and AI-assisted Technologies

During the preparation of this work, the author(s) did not use any generative artificial intelligence (AI) or AI-assisted technologies.

Authorship statement

Author 1: Conceptualization, Methodology, Formal analysis, Writing – original draft.

Author 2: Investigation, Resources, Writing – review & editing.

Author 3: Validation, Visualization, Supervision, Writing – review & editing.

All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.