

ARTICLE TITLE

(Times New Roman 14, capitalised and bold) Subtitles can be added to focus the discussion

Author's Full Name ^{1,2} (without title and can be more than 1)
Affiliation, Country

*e-mail Correspondence:

Received: | Revised: | Accepted: | Publish:

Abstract

The abstract is written in one paragraph in Indonesian using Book Antiqua 12 font, 1 space and the number of words in the abstract is ± 200-300 words. The abstract contains at least: (1) Purpose (2) Design/methodology/approach, (3) Findings, (4) Research limitations/implications, (5) Practical implications, (6) Originality/value. Other important things discussed in the article that significantly contribute to the final results of the research can be written in the abstract by considering the word limit in the abstract.

Keywords: Consists of 3-5 conceptual words and each word is separated by a comma.

GENERAL INSTRUCTIONS

JMD articles are written using A4 size paper (21 cm x 29.7 cm) with margins (top 3, right 3, left 2, bottom 2). The text used is Times New Roman font size 12 with 1.5 spaces without additional spaces before/after paragraphs. JMD articles use quotations in bodynote style.

PUBLIC INTEREST STATEMENT

Authors should succinctly, in no more than 100 words, highlight the significance of the study when writing a Public Interest Statement for their research. This could include an explanation of the research's background, the gap it fills in the existing literature, its importance to readers or scholars, or if it corrects or modifies previous work in the same journal. To engage readers and clarify the relevance and impact of the research, this brief statement is key.

INTRODUCTION

Social Phenomenon (Paragraph 1)

The introduction begins by presenting the broader social or scientific phenomenon that forms the context of the study. This section highlights relevant empirical facts and explains the urgency of the issue at a global level. By demonstrating the significance of the topic through recent data, trends, or observable developments, the study establishes a strong rationale for why the problem deserves scholarly attention.

Literature Problem (Paragraph 2)

The study is then positioned within the body of existing literature by reviewing key scholarly works related to the topic. This section summarises major findings from prior studies published in reputable national and international journals. Particular attention is given to identifying inconsistencies, debates, or limitations in previous research results, thereby clarifying the academic context in which the current study is situated.

Research Gap (Paragraph 3)

Based on the review of previous literature, this section clearly identifies gaps in knowledge that have not been adequately addressed. These gaps may relate to theoretical limitations, methodological weaknesses, contextual differences, or underexplored variables. By explicitly demonstrating what remains unknown or insufficiently examined, the study establishes the importance and originality of the research problem.

Research Objective (Paragraph 4)

Following the identification of the research gap, the introduction clearly states the objectives of the study and formulates the research questions. This section explains how the research aims to address the identified gaps and provides a focused direction for the investigation. The research objectives should be specific, measurable, and aligned with the overall purpose of the study.

Novelty and Contribution (Paragraph 5)

Finally, the introduction emphasises the novelty and expected contributions of the study. This includes theoretical contributions that advance conceptual understanding, empirical contributions that provide new evidence, and methodological contributions that offer improved approaches or analytical techniques. By clearly articulating the originality and value of the research, this section demonstrates how the study contributes meaningfully to the advancement of knowledge and may also generate practical and theoretical implications within the relevant field of study.

LITERATURE REVIEW

Conceptual Framework (Paragraph 1)

The theoretical discussion in this study is presented comprehensively by referring to authoritative and reputable international academic sources, thereby providing a strong and consistent conceptual foundation. Each key concept and main variable is clearly defined based on well-established definitions in the scholarly literature to ensure conceptual clarity and avoid ambiguity in interpretation. The relationships among variables are explained using relevant and well-established theories, forming a logical and systematic framework of thought. Furthermore, this study identifies the grand theory that serves as the primary theoretical foundation for explaining the phenomenon under investigation, while also providing theoretical justification for the expected direction and nature of the relationships among variables. Thus, theory functions not only as a conceptual reference but also strengthens the academic rigor of the research through structured, rational, and evidence-based arguments.

Hypothesis Development / Research Proposition (Paragraph 2)

The study develops hypotheses (for quantitative research) or research propositions (for qualitative research) grounded in strong theoretical arguments and supported by prior empirical evidence. Findings from previous studies published in reputable international journals are

systematically integrated to provide a solid basis for understanding the relationships among variables. Prior research is critically evaluated to identify patterns of consistency, contradictions, and ongoing debates within the literature, thereby demonstrating the study's awareness of existing scholarly discourse. The synthesis of theoretical perspectives and empirical findings ensures that each hypothesis is logically derived and academically justified. In quantitative studies, hypotheses are formulated to indicate the expected direction of relationships between variables, while qualitative studies present research propositions that guide an in-depth exploration of the phenomenon under investigation. Through this approach, the study strengthens its academic rigor by ensuring that the proposed relationships are firmly supported by both theory and empirical evidence.

Example hypothesis format: H1: Transformational leadership positively influences employee performance.

Research Model (Paragraph 3)

The study presents a conceptual model that illustrates the relationships among the variables, serving as a visual and analytical representation of the theoretical structure underlying the research. This model explains how theoretical assumptions are translated into an operational analytical framework, thereby clarifying the logical structure of the study. It ensures alignment between the research objectives, theoretical framework, hypotheses or research propositions, and empirical analysis, creating coherence across all components of the research design. By systematically linking theory with empirical investigation, the conceptual model provides a solid foundation for the methodology and results sections. Furthermore, it enhances the clarity, consistency, and overall rigor of the research design, ensuring that the study meets the standards expected in reputable international academic journals.

METHOD

Research Design (Paragraph 1)

The study explains the overall research approach employed to address the research objectives and problem formulation. It clearly specifies whether the research adopts a quantitative method, such as surveys or experiments, to test hypotheses and examine causal relationships among variables; a qualitative method, such as case studies, ethnography, or phenomenology, to explore meanings, experiences, and contextual dynamics in depth; or a mixed-method approach that integrates both quantitative and qualitative techniques to obtain more comprehensive insights. The selection of the research design is justified through a clear rationale, demonstrating its suitability for addressing the research problem and ensuring alignment with the theoretical framework, research objectives, and expected contributions. Through this approach, the study ensures methodological rigor and enhances the credibility of the research findings in accordance with international academic standards.

Research Setting and Sample (Paragraph 2)

The study describes the research location or context in which the investigation was conducted, providing relevant background information to help readers understand the setting of the study. It explains the characteristics of the target population, including key attributes that define the group being examined. The sampling technique is clearly specified, whether it employs probability sampling methods, such as simple random sampling or stratified sampling, which allow for generalization of findings, or non-probability sampling methods, such as

purposive sampling or snowball sampling, which enable the selection of information-rich participants. The study also states the total number of respondents or informants involved in the research and explains how the selected sample supports generalizability in quantitative studies or transferability in qualitative studies. Through this systematic explanation, the research ensures transparency and methodological rigor, in line with the standards expected in reputable international academic publications.

Data Collection (Paragraph 3)

The study describes the research instruments used to collect data in accordance with the selected research approach. In quantitative research, data are collected using a structured questionnaire consisting of closed-ended questions measured with a Likert scale to capture respondents' perceptions systematically. In qualitative research, data collection instruments may include interview guidelines, observation protocols, and document analysis to enable an in-depth exploration of participants' experiences and contextual meanings. The study also explains the data collection procedures, outlining the stages or steps undertaken to ensure a systematic and organized process. In addition, the time period during which the data were collected is clearly stated to provide contextual relevance. Through this detailed explanation, the study ensures clarity, transparency, and methodological rigor in the research process, in line with the standards of reputable international academic publications

Measurement (Paragraph 4 – mainly for quantitative studies)

The study explains the operational definitions of variables by clearly translating theoretical constructs into measurable empirical indicators. It describes the measurement scale used, such as a 5-point or 7-point Likert scale, to ensure consistency and comparability of responses. The study also identifies whether the indicators are reflective or formative, providing clarity regarding the direction of the relationship between constructs and their measures. Furthermore, the measurement instruments are adapted from established studies published in reputable international journals to ensure strong content validity and alignment with widely accepted academic standards. Through this approach, the study ensures consistency between theoretical constructs and empirical indicators, thereby strengthening the reliability and rigor of the research design in accordance with international scholarly expectations

Data Analysis Technique (Paragraph 5)

The study explains the analytical techniques used to address the research questions or test the proposed hypotheses in a systematic and rigorous manner. In quantitative research, commonly applied analytical methods include Structural Equation Modeling (SEM), Partial Least Squares (PLS), and multiple regression analysis to examine relationships among variables and test causal models. The analysis also incorporates statistical testing procedures, including validity tests such as convergent validity and discriminant validity, reliability tests such as Cronbach's alpha and composite reliability, as well as classical assumption tests covering normality, multicollinearity, and heteroscedasticity to ensure the robustness of the results. In qualitative research, analytical procedures typically involve thematic analysis, systematic coding processes, and the use of qualitative data analysis software such as NVivo to facilitate the organization and interpretation of complex data. Through the application of appropriate analytical techniques, the study emphasizes methodological rigor to ensure the credibility, validity, and reliability of the findings, in line with the standards required by reputable

RESULT

The Results section generally consists of 3–5 main paragraphs, depending on the complexity of the research design and the depth of analysis. The primary objective of this section is to present the research findings in a systematic, logical, and data-driven manner, without excessive interpretation. Extensive interpretation is typically reserved for the Discussion section; however, brief explanatory statements that help readers understand the meaning of the results may be included in a balanced and proportionate way.

Respondent Profile / Informant Characteristics

This subsection provides an overview of the characteristics of respondents (for quantitative studies) or informants (for qualitative studies). Demographic information is presented clearly and systematically, commonly including gender, age, education level, work experience, job position, or other characteristics relevant to the research context. The data are typically summarized in a concise demographic table that is easy to read and interpret. The purpose of this subsection is to provide context regarding the source of the data and to enable readers to assess the relevance, adequacy, and representativeness of the sample in relation to the population being studied.

Measurement Model (Quantitative Studies)

In quantitative research, this subsection reports the evaluation of the measurement model to ensure the quality and robustness of the research instrument. The analysis generally includes tests of convergent validity, discriminant validity, and reliability, which confirm that the constructs are measured accurately and consistently. Convergent validity assesses the extent to which indicators effectively represent the intended construct, while discriminant validity verifies that each construct is empirically distinct from other constructs in the model. Reliability is commonly evaluated using Cronbach's alpha or composite reliability to ensure internal consistency. The results of these tests are typically presented in clear and well-organized statistical tables, demonstrating that the measurement instruments meet the quality standards required for publication in reputable international journals.

Structural Model Results / Hypothesis Testing (Quantitative Studies)

This subsection presents the results of hypothesis testing that examine the relationships among variables in the research model. Statistical outputs such as path coefficients, p-values, t-statistics, or confidence intervals are presented in concise and informative tables. The primary purpose is to indicate whether each hypothesis is supported or not supported by the empirical data. The presentation of findings should remain objective and directly related to the research objectives, avoiding excessive interpretation. International journal standards emphasize that tables should be informative, consistent, and not repetitive in relation to the narrative explanation.

Thematic Findings (Qualitative Studies)

For qualitative research, the results section presents key themes derived from the data

analysis process, such as thematic analysis or coding procedures. Findings are described narratively in a structured manner and supported by relevant interview excerpts to strengthen the empirical evidence. Each theme is explained clearly to demonstrate how the findings address the research questions. Selected quotations from informants are included carefully to provide authentic evidence without disrupting the academic flow of the discussion.

Presentation of Findings (General Standard)

After describing the analytical procedures, the results section focuses on presenting the main findings in a logical and coherent structure. The findings must be clearly aligned with the research objectives and research questions. Data should be described comprehensively and, when necessary, supported by tables that enhance clarity and readability. The use of figures or illustrations should be limited and only included when they significantly contribute to understanding the results. Many international journals prioritize strong analytical narratives rather than excessive visual elements. Subsections may be used when necessary, but excessive subdivision is generally discouraged. The explanation should primarily be presented in coherent narrative paragraphs to maintain a clear and consistent academic argument.

Figure and Other Illustrations

If you need to include any table, figure, image, or other illustration, please provide a high-resolution picture file as an attachment for your submission file. We will be very happy, however, if you can convert such illustration into narratives and do not include any picture in your article.

Table 1
Information of the Table

No.	What	How
1.	Style of table	The table should be written in light shading without any left or right border
2.	Text	Text
3.	Text	Text

Source: Write the source of your data here.

Figure 1
Information of the Figure



Source: Write the source of your data here.

DISCUSS

The Discussion section interprets the findings of the study by explaining their meaning and significance in relation to the research objectives and theoretical framework. This section goes beyond simply restating the results by providing an in-depth explanation of how the findings answer the research questions and what they reveal about the phenomenon under investigation. The interpretation should demonstrate how the empirical evidence contributes to a clearer understanding of the relationships among variables or the dynamics explored in the study.

Furthermore, the discussion compares the findings with those of previous studies published in reputable international journals. This comparison highlights whether the results are consistent or inconsistent with earlier research and explains possible reasons for similarities or differences. By situating the findings within the broader academic conversation, the study demonstrates its relevance and clarifies its position within the existing body of knowledge. Differences in context, methodology, theoretical perspective, or sample characteristics may be used to explain variations in findings across studies.

The discussion also emphasises the theoretical contribution of the research by explaining how the findings support, extend, refine, or challenge existing theories. The study should clearly indicate how it contributes to theoretical development, either by confirming established theoretical assumptions, proposing new conceptual insights, or offering a revised understanding of relationships among variables. Demonstrating theoretical contribution is essential to meet the standards of high-quality international journals.

In addition, the study presents the practical implications of the findings, particularly in relation to policy and managerial practice. Practical implications explain how the results of the research can be applied by decision-makers, organizational leaders, practitioners, or other stakeholders to improve strategies, management practices, or policy formulation. Clear practical implications increase the relevance and impact of the research beyond academic audiences.

Finally, the discussion provides contextual insights by explaining how the findings relate to specific contexts such as developing countries, particular industries, cultural settings, or religious environments. This contextual explanation helps clarify the unique contribution of the study and demonstrates how contextual factors may influence the interpretation of findings. By integrating theoretical interpretation, empirical comparison, and contextual understanding, the discussion section highlights the significance and broader impact of the research in advancing knowledge within the relevant field of study.

CONCLUSION

In this section, the researcher presents a concise summary of the main findings derived from the study. The conclusion highlights the most important results that directly address the research objectives and research questions, providing readers with a clear overview of the key insights generated by the research. This summary should emphasize the most significant empirical evidence without repeating the detailed explanation provided in the previous sections.

Furthermore, the conclusion outlines the main contributions of the study to the development of knowledge in the relevant field. These contributions may include theoretical

advancements, empirical evidence that strengthens or challenges existing assumptions, or methodological improvements that enhance research approaches. Clearly articulating the contribution of the study demonstrates its academic value and relevance within the broader scholarly discourse.

In addition, this section presents the implications of the research findings, both academically and practically. Academic implications highlight how the study contributes to theoretical refinement or future research development, while practical implications demonstrate how the findings may inform decision-making, professional practice, or policy formulation. The conclusion may also include recommendations for future research, identifying areas that require further investigation, alternative methods that could be applied, or new perspectives that may enrich understanding of the topic. Through these elements, the conclusion reinforces the significance of the research and its potential impact on both theory and practice.

Author Contributions: For research articles with several authors, a short paragraph specifying their individual contributions must be provided. The following statements should be used “Conceptualization, X.X. and Y.Y.; methodology, X.X.; software, X.X.; validation, X.X., Y.Y. and Z.Z.; formal analysis, X.X.; investigation, X.X.; resources, X.X.; data curation, X.X.; writing—original draft preparation, X.X.; writing—review and editing, X.X.; visualization, X.X.; supervision, X.X.; project administration, X.X.; funding acquisition, Y.Y. All authors have read and agreed to the published version of the manuscript.” Please turn to the CRediT taxonomy for the term explanation. Authorship must be limited to those who have contributed substantially to the work reported.

Funding: “This research received no external funding” or “This research was funded by NAME OF FUNDER, grant number XXX” and “The APC was funded by XXX”. Check carefully that the details given are accurate and use the standard spelling of funding agency names at <https://search.crossref.org/funding>. Any errors may affect your future funding.

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Written informed consent for publication must be obtained from participating patients who can be identified (including by the patients themselves). Please state “Written informed consent has been obtained from the patient(s) to publish this paper” if applicable.

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REFERENCES

In preparing the reference list, authors are expected to prioritize high-quality and relevant scholarly sources. At least **80% of the references should come from international peer-reviewed journals**, and approximately **60% of the cited literature should be published within the last five years** to ensure the study reflects current academic developments. References should predominantly originate from journals indexed in Scopus or Web of Science (WoS), as these sources are generally recognized for their academic credibility and rigorous peer-review standards. Authors are strongly encouraged to use reference management software such as **Mendeley** or **Zotero** to maintain accuracy, consistency, and efficiency in citation formatting.

Articles should follow a recognized citation style, such as **APA, Harvard, or Chicago style**, depending on the journal's author guidelines. Each citation style provides a standardized format for different types of sources, including books, journal articles, conference papers, and online materials. Consistent citation formatting ensures clarity, professionalism, and ease of verification for readers.

For example, in **APA Style**, the format for citing a book is:
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Example:
Smith, J. A. (2020). *Understanding psychology* (5th ed.). Pearson.

For journal articles, the format is:
Last Name, Author's Initials. (Year of Publication). Title of the article. *Journal Name*, Volume(Issue), page range. <https://doi.org/xxxxx>

Example:
Doe, J. B. (2018). The Impact of Social Media on Communication. *Journal of Communication Studies*, 32(2), 145–160. <https://doi.org/10.1016/j.jocs.2018.03.012>

The reference list should be arranged **alphabetically based on the surname of the first author**. When a work has multiple authors, their names should be separated by commas, with an ampersand (&) used before the final author's name. Each reference entry should apply a **hanging indent format**, where the second and subsequent lines are indented to improve readability and consistency.