



The title of the paper should contain the fewest possible words that accurately describe the content of the paper

(Times New Roman 14 pt, Bold, Centered)

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Article Info	ABSTRACT (10 PT)
Article history: Received month dd, yyyy Revised month dd, yyyy Accepted month dd, yyyy	The abstract is a vital component of every manuscript submitted to <i>Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)</i> , serving as a concise summary that allows readers to quickly understand the core content of the article without reading the entire text. Authors are required to write the abstract clearly, objectively, and precisely in one paragraph, with a length between 150 to 250 words. The abstract must include five essential elements: the background or research problem, the objective of the study, the methodology employed, the main findings or results, and the conclusions along with the contribution of the research. It must be written in an impersonal and objective tone, typically using past tense to reflect completed work. Authors must not include citations, tables, figures, or bullet points in the abstract. After the abstract, a list of three to five relevant keywords must be provided, separated by commas, to enhance discoverability in academic databases and indexing systems. The abstract must be formatted using Times New Roman font, 10-point size, regular style, justified alignment, and single line spacing.
Keywords: First keyword Second keyword Third keyword Fourth keyword Fifth keyword	
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1. Introduction

The **Introduction** section of a manuscript submitted to *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)* should clearly present the research problem, including its context, significance, and the rationale for conducting the study. This section is expected to provide readers with insight into the issue being addressed, the motivation behind the research, and the proposed strategies or approaches for solving the identified problem. Authors must articulate the **research objectives** in a focused and precise manner, ensuring that the aims of the study are well defined and logically connected to the problem statement.

Furthermore, the introduction should include a **brief but comprehensive theoretical review** that highlights key concepts, relevant studies, and scholarly perspectives related to the topic. This review serves to position the current study within the existing body of knowledge and to identify gaps that the research aims to fill. Authors may also outline their **expectations regarding the research results**, as well as potential **practical, theoretical, or policy implications** and benefits of the study, particularly in the context of business, tourism, hospitality, or entrepreneurship.

The recommended length for the Introduction section is **approximately 2 to 3 pages**, typed with **single line spacing**. Manuscripts must follow the journal's article template, which is prepared in **Microsoft Word format** and saved as **Rich Text Format (RTF)**. The main body text should use **Times New Roman font, 12 pt size, regular style**, with **single line spacing**, and spacing before and after set to **0 pt**.

2. Methodology

The **Methodology** section is a critical component of a research manuscript submitted to *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)*. It provides a detailed explanation of the research design, procedures, and analytical techniques used to address the study objectives. A clear and well-structured methodology enhances the transparency, replicability, and credibility of the study.

This section should describe the **type of research** (qualitative, quantitative, or mixed methods), the **research design** (e.g., descriptive, explanatory, exploratory, case study), and the **data collection techniques** used, such as surveys, interviews, observations, focus groups, or document analysis. Authors must also state the **population and sample, sampling method, data sources**, and **data analysis procedures**, including any software or frameworks employed (e.g., SPSS, SmartPLS, NVivo, SWOT, SERVQUAL, or thematic coding). If applicable, details about **research location, ethical considerations**, and **instrument validity** should also be included.

This section should be written in a **scientific, impersonal, and objective tone**, typically using **past tense**. The content must be presented in **narrative paragraph form**, avoiding bullet points or lists. The **recommended length** is **1–3 pages**, depending on research complexity.

3. Results and Discussion

The **Results and Discussion** section is a critical component of scientific writing that presents the core findings of the study and interprets their meaning in relation to the research objectives, theoretical framework, and existing literature. In manuscripts submitted to *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)*, this section must go beyond simply reporting statistical outcomes or summaries of data—it must provide thoughtful interpretation, contextual relevance, and critical analysis that align with the themes of management, business, tourism, hospitality, entrepreneurship, and organizational development.

Results should be presented clearly and logically, supported by **tables, figures, or charts** when necessary. Each visual element must be **numbered sequentially**, titled clearly, and **referenced appropriately in the narrative**. Authors must avoid repeating information from tables or figures verbatim in the text; instead, they should **highlight key findings**, trends, or differences and explain their significance.

In research related to business and tourism, results might include findings from **descriptive statistics, survey outcomes, regression models, customer satisfaction indexes, service quality scores**, or **performance evaluations**. The discussion should analyze how

these findings relate to the **research questions**, how they support or contradict **prior studies**, and what they imply for **theoretical contributions or managerial practice**. Authors are expected to identify and interpret **any anomalies or unexpected results**, offering logical explanations or hypotheses.

Where relevant, the discussion may also address the **practical implications** of the findings—such as their impact on business strategy, tourism policy, customer behavior, or organizational management. For **case study or implementation-based research**, authors may evaluate the **effectiveness, limitations, or scalability** of a proposed solution, model, or framework.

To ensure coherence and readability, authors are encouraged to **integrate results and discussion** into a single continuous narrative rather than dividing them into separate sections. Use **academic, objective, and critical language**, avoid speculation, and support claims with evidence. Avoid overstating findings or generalizing beyond the data. Throughout this section, authors should demonstrate **how the results address the research problem introduced earlier and how they contribute to both scholarly knowledge and practical application**.

The length of this section may vary depending on the nature and complexity of the research, but **clarity, structure, and analytical depth** are essential at all times.

3.1 Subheading Writing Rules

To enhance clarity and organization, authors are encouraged to divide the main sections—such as Methodology, Results and Discussion, and others—into clearly structured **subsections** using **subheadings**. While *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)* generally prefers a clean format without numbering, the use of numbered subheadings is acceptable for complex or technical research, provided they follow the formatting style described below.

Formatting Guidelines for Subheadings:

- Use **numbering only when necessary**, following a hierarchical structure (e.g., 3.1, 3.2, etc.).
- Write subheadings in **boldface, sentence case, and left-aligned**.
 - ✓ Correct: **3.2 Data collection techniques**
 - ✗ Incorrect: 3.2 DATA COLLECTION TECHNIQUES
- Avoid using **all uppercase letters**, punctuation marks (like colons or periods), or underlining in headings.
 - ✗ Incorrect: 3.2 Data Collection Techniques:
 - ✓ Correct: **3.2 Data collection techniques**
- Keep subheading titles **short, clear, and descriptive**, reflecting the content of the section.

3.2 Abbreviations and Acronyms

In academic writing within the fields of management, business, tourism, hospitality, and entrepreneurship, the use of abbreviations and acronyms can help simplify frequently repeated terms. However, authors must ensure that their use does not hinder clarity or readability for the reader, especially considering that *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)* welcomes contributions from diverse disciplinary backgrounds.

Widely recognized abbreviations such as GDP (Gross Domestic Product), ROI (Return on Investment), CRM (Customer Relationship Management), WTO (World Tourism

Organization), and UNWTO (United Nations World Tourism Organization) may be used without formal definitions. However, any less familiar, field-specific, or author-defined acronyms must be spelled out in full upon first use, followed by the abbreviation in parentheses.

For example: Sustainable Tourism Impact Framework (STIF).

Once defined, the abbreviation should be used consistently throughout the manuscript to maintain coherence. Authors should avoid introducing multiple alternative terms or switching between full and abbreviated forms arbitrarily.

It is also recommended that authors avoid the use of abbreviations or acronyms in the article title, unless they are universally understood or absolutely necessary due to length constraints. Ambiguous, overly technical, or obscure abbreviations should be excluded, as they can lead to confusion or misinterpretation—particularly for readers from interdisciplinary or non-specialist backgrounds.

Consistent and judicious use of abbreviations and acronyms contributes to a more professional, accessible, and internationally readable manuscript, enhancing its impact and clarity in the context of global academic publishing.

3.3 Units

In scholarly articles submitted to *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)*, the correct and consistent use of **units** is essential to ensure clarity, accuracy, and reproducibility of data. Although the journal primarily covers research in social science and applied business fields, many studies may involve **quantitative analysis**, **statistical metrics**, or **economic indicators**, which require standardized unit presentation.

To maintain academic rigor and professional consistency, authors must follow the guidelines below:

- Use the **International System of Units (SI)** as the standard for all measurements. This includes units for time (seconds, minutes, hours), length (meters, kilometers), weight (kilograms, grams), and temperature (Celsius or Kelvin).
- When referring to **economic or financial data**, such as currency, express values using **ISO currency codes** (e.g., IDR, USD, EUR) and clearly indicate **time references** (e.g., "USD 5,000 in 2022 values").
- Be consistent throughout the manuscript in the use of **numerical formats**, such as percentages (%), ratios, and decimals (e.g., use either 25% or 0.25 consistently based on context).
- Avoid mixing unit systems (e.g., metric and imperial) within the same article unless directly relevant to the research (e.g., comparative studies involving different countries).
- In reporting **data size**, **digital systems**, or **time metrics** (e.g., response time, download speed), use accepted notations such as seconds (s), milliseconds (ms), hours (h), or megabytes (MB) when applicable, and clarify whether data is in binary or decimal base if necessary.
- For **statistical units**, such as standard deviation (SD), mean (M), or frequency (n), ensure they are defined at first use and used consistently throughout the results.

Consistent and accurate unit usage enhances the professionalism of the manuscript and ensures it can be easily understood and compared by a global academic audience. Ambiguous or inconsistent units may lead to misinterpretation and should be carefully avoided.

3.4 Equations

Equations should be written using **Times New Roman** or **Symbol** fonts. If there are multiple equations, they must be numbered sequentially, with the equation number aligned to the far right, e.g., (1), (2), etc. Use appropriate mathematical symbols to keep the equations concise and readable. **Italic font** should be used for **variables**, while **bold font** is used for **vectors**.

Example: $\alpha + \beta = \chi$ (1)

3.5 Tables and Figures

In manuscripts submitted to *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)*, tables and figures play an essential role in presenting research data, comparisons, and visualizations in a clear and concise manner. To maintain consistency and readability, authors must follow the formatting guidelines below:

- **Table titles** must be placed **above** the respective tables and written in **sentence case**, using **Times New Roman**, 11 pt, bold, and left-aligned.
- **Figure captions** must be placed **below** the figures and follow the same formatting style.
- All tables and figures must be **numbered sequentially** using Arabic numerals (e.g., Table 1, Table 2; Figure 1, Figure 2).
- References to tables and figures within the text must be **explicit**, using the correct format:
 ✓ Correct: *As shown in Table 1...*, *The results are illustrated in Figure 2...*
 ✗ Incorrect: *As shown above...*, *See the table below...*
- All **tables** should be clear, without vertical lines, and must include column headings. Avoid excessive use of colors or shading unless required for emphasis.
- **Figures** must be of high quality (minimum 300 dpi) and clearly labeled. Axes, legends, and labels should be readable and explained either in the caption or in the main text.
- Every table or figure must be **discussed and interpreted** in the body of the manuscript. Do not include visuals without context or explanation.
- If data is adapted or reproduced from another source, proper attribution must be provided in the caption or in a footnote.

Example of in-text reference:

As shown in **Table 1**, customer satisfaction scores increased after the implementation of digital service systems. The trend of monthly visitors across tourist destinations is visualized in **Figure 1**.

Table 1. Table Format

Head	Column Header	
	Sub-Head	Sub-Head
Content	Table content	Table content

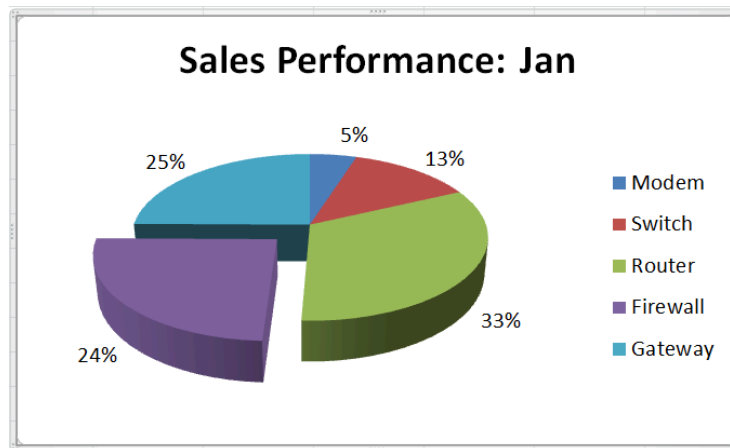


Figure 1. Example of a figure caption

3.6 Citations and References

Proper citation is a fundamental aspect of academic integrity and scientific writing. In *Jurnal Manajemen Bisnis dan Pariwisata (MANBISPAR)*, all authors are required to use the **APA (7th edition)** citation style for both in-text citations and the reference list. The correct and consistent use of citations demonstrates scholarly rigor, gives credit to original authors, and enables readers to trace sources of information.

In-Text Citation Rules (APA Style):

- Use **author–date format**: (Author, Year)
Example: (Kotler & Keller, 2020)
- When the author's name is mentioned in the sentence, only include the year in parentheses:
Example: According to Kotler and Keller (2020), marketing strategy should align with consumer behavior.
- For **two authors**, include both names:
Example: (Smith & Jones, 2021)
- For **three or more authors**, include only the first author followed by “et al.”:
Example: (Singh et al., 2024)
- For **direct quotes**, include page numbers:
Example: (Porter, 1998, p. 45)
- For **multiple citations** in one sentence, separate them with semicolons:
Example: (Banerjee, 2025; Pantelidis et al., 2025)
- **Paraphrasing** is preferred over quoting directly. Authors should rephrase source material in their own words, ensuring clarity and originality.

Reference List Guidelines:

- The **References** section must appear at the end of the article and include **only the sources cited in the text**.
- References should be **arranged alphabetically** by the last name of the first author.
- Use a **hanging indent** (second and subsequent lines are indented).
- Titles of journal articles use **sentence case**, while journal names use **title case and italics**.

Examples of APA References:

Journal article:

Pantelidis, L., Chen, S., & Rivera, M. (2023). Digital transformation in hospitality service operations. *Journal of Tourism Innovation*, 15(2), 112–130. <https://doi.org/10.1234/jti.v15i2.112>

Book:

Kotler, P., & Keller, K. L. (2020). *Marketing management* (15th ed.). Pearson.

4. Conclusion

The **Conclusion** section serves as the final part of the manuscript and provides a concise summary of the **main findings** of the research. It must clearly relate back to the **research objectives** outlined in the Introduction and highlight how those objectives were addressed through the analysis and discussion presented in the article.

This section should not merely restate the results, but rather **synthesize the key insights** and emphasize their significance within the broader context of **management, business, tourism, hospitality, entrepreneurship, or organizational development**. Authors are encouraged to reflect on how the research contributes to both theory and practice.

If applicable, the conclusion may also briefly mention:

- **Policy or managerial implications**
- **Recommendations** for practitioners, institutions, or industry stakeholders
- **Suggestions for future research**, especially if the study had limitations or opened new areas of inquiry

Avoid introducing **new data, interpretations, or references** in this section. The conclusion should be **clear, concise, and self-contained**, reinforcing the overall contribution of the study.

References

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