

## Title of Paper

(≤15 Words, 17pt, Semi-Bold, Center-aligned, Single-spaced)

Author<sup>1</sup> Full Name, Author<sup>2</sup> Full Name, Author<sup>3</sup> Full Name\* (12 pt, EB Garamond, Semi-Bold, Center-aligned, 1.15-spaced)

Affiliation of Author<sup>1</sup>, Author<sup>2</sup>, Author<sup>3</sup> (Institution Name, Country e.g., Universitas Ciputra, Indonesia)  
(10 pt, EB Garamond, Capitalize each word, Center-aligned, Single-spaced)

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**Abstract:** The abstract should provide a comprehensive and concise summary of the article (American Psychological Association, 2020) and be written in 150–250 words. It should briefly state the aim of the study, the research design and method (including participants/sample and data analysis), and the main results or findings, highlighting the direction and significance of the findings. Where relevant, key theoretical or practical implications should be briefly indicated.

(10 pt, EB Garamond, Justified, 1.15-spaced)

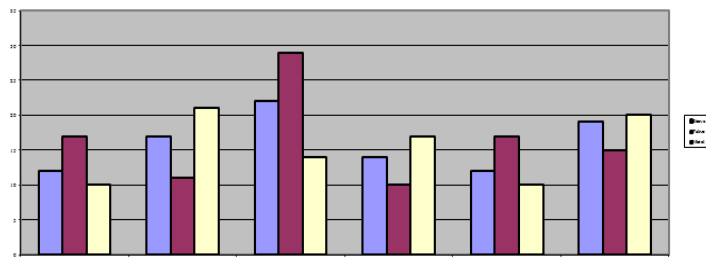
**Keywords:** Please provide three to ten keywords; word, another word, lower case except for names (10 pt, EB Garamond, Justified, Single spaced)

Example → **Keywords:** Writing; Template; Sixth; Edition; Self-discipline

### 1. Introduction (EB Garamond 14pt., bold)

The introduction is written without subheadings (chapters). This section explains why this research problem is important. It also states the research objectives or research questions directed at the problem, how this research relates to previous research, and the position of this research. It is presented in paragraphs, not subchapters. The font used in the article is EB Garamond with font size 12.

Figure 1: Figure description (Eb Garamont 10pt., centered, italics)



Source: (EB Garamond 10pt. italics)



## **2.4 Conceptual Framework (EB Garamond 12pt., bold)**

This section explains the logical relationship among variables based on theory and previous research.

## **3. Research Method (EB Garamond 14pt., bold)**

### **3.1 Sample, Variables and Measurements (EB Garamond 12pt., bold)**

This subsection explains the characteristics of the sample, including the population, sampling technique, selection criteria, number of observations, and period of study. It also defines all research variables—dependent, independent, moderating (if any), and control variables—along with their conceptual definitions and roles in the model. Furthermore, it describes how each variable is measured, including data sources, units of measurement, transformations (e.g., logarithmic form or interaction terms), and the notation used in the regression model to ensure clarity and consistency.

### **3.2 Data Analysis Method (EB Garamond 12pt., bold)**

This subsection explains the statistical techniques used to analyze the data and test the hypotheses. It presents the regression model specification, including the mathematical equation and explanation of each parameter.

## **4. Result and Discussion (EB Garamond 14pt., bold)**

### **4.1 Statistical Results and Data Interpretation (EB Garamond 12pt., bold)**

This subsection presents the empirical findings derived from the statistical analysis. It begins with descriptive statistics to describe the general characteristics of the data, including mean, standard deviation, minimum, and maximum values.

### **4.2 Discussion (EB Garamond 12pt., bold)**

This subsection provides a deeper analytical discussion of the findings without focusing on statistical figures. It explains how the results align with or contradict the theoretical framework and previous empirical studies. The discussion interprets the findings from a conceptual and contextual perspective, offering logical explanations for why certain relationships occur.

Unexpected results are critically examined to explore possible economic, institutional, or behavioral factors influencing the outcomes. This section also highlights the theoretical contributions,

practical implications, and policy relevance of the study. The focus is on meaning and implications rather than numerical presentation.

## **5. Conclusion and Recommendations (EB Garamond 14pt., bold)**

### **5.1 Conclusion (EB Garamond 12pt., bold)**

This subsection summarizes the main findings of the study and provides a clear answer to the research objectives and hypotheses. It highlights the overall relationships among the variables and explains whether the empirical results support the proposed theoretical framework. Rather than repeating statistical details, the conclusion emphasizes the key insights and contributions of the study to theory and practice. It also briefly restates the significance of the research in advancing understanding within the relevant field.

### **5.2 Limitations (EB Garamond 12pt., bold)**

This subsection acknowledges the constraints of the study to ensure transparency and academic rigor. Limitations may relate to the scope of the sample, the observation period, data availability, measurement proxies, or methodological assumptions. These factors may affect the generalizability and robustness of the findings. By identifying these limitations, the study provides a balanced interpretation of the results and clarifies that the conclusions should be understood within the defined research boundaries.

### **5.3 Recommendations (EB Garamond 12pt., bold)**

This subsection provides practical and academic suggestions based on the findings and limitations of the study. Practical recommendations are directed toward policymakers, practitioners, or relevant stakeholders to improve decision-making, policy formulation, or strategic implementation. Academic recommendations encourage future researchers to expand the sample coverage, use alternative measurement approaches, incorporate additional variables, or apply different analytical methods. These suggestions aim to refine, validate, and extend the current research findings.

## **6. Reference (EB Garamond 14pt., bold)**

References in text should have this form (surname, year), for example :

- |   |   |                                    |
|---|---|------------------------------------|
| 1 author                                  | : | (Kugman, 2021)                     |
| 1 author and the same year of publication | : | (Hoffman, 2021A), (Hoffman, 2021B) |
| 2 authors                                 | : | (Krugman & Hoffman, 2021)          |
| 3 authors                                 | : | (Hoffman et al., 2021)             |

Citations and reference lists must follow APA style. Researchers are strongly encouraged to use citation and reference management applications to compile their reference lists, such as EndNote, Mendeley, and Zotero. The following is an example of a reference list. References should be arranged alphabetically and should be sourced from sources published within the last eight years.

Aaboen, L., La Rocca, A., Lind, F., Perna, A., & Shih, T. (Eds.). (2017). *Starting up in business networks: Why relationships matter in entrepreneurship*. London: Palgrave Macmillan.

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author.

Baraldi, E., Lindahl, M., & Perna, A. (2017). Startups as vessels carrying and developing science-based technologies: Starting and restarting JonDeTech. In L. Aaboen, A. La Rocca, F. Lind, A. Perna, & T. Shih (Eds.), *Starting up in business networks: Why relationships matter in entrepreneurship*. (pp. 225-252). London: Palgrave Macmillan.

Seidel, J., Sundermann, A., Brieger, S. A., Strathoff, P., Jacob, G. H., Antonio, T., & Utami, C. W. (2018). On how business students' personal values and sustainability conceptions impact their sustainability management orientation: Evidence from Germany, Indonesia and the USA. *Journal of Global Responsibility*, 9(4), 335-354.