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ARTICLE TITLE: CONCISE, SPECIFIC, AND INFORMATIVE

[Title in English only; ideally no more than 15–20 words; reflect the main variables/focus and, where possible, the key finding; avoid abbreviations, formulas, and the research location unless the location is the substance of the study.]

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ABSTRACT

[200–250 words, English. Abstract is metadata, not a summary: no citations, no references to tables or figures, no undefined abbreviations. Report findings, not discussion.]

Background: State the research context and the specific problem in one or two concise sentences.

Purpose: State the objective of the study clearly.

Design/methodology/approach: Describe the research design, data, sample, and analytical method briefly.

Findings: Summarize the principal findings, including key results (e.g., which hypotheses are supported).

Conclusion: State the main conclusion and its theoretical or practical implications.

Originality/value: Explain the study's novelty (state of the art) and contribution to the literature.

Keywords: 3–5 standard words or phrases that represent the core concepts of the article, separated by commas.

JEL Classification (optional): e.g., M10, M31. Find codes at https://www.aeaweb.org/econlit/jelCodes.php

INTRODUCTION *(there should be no sub-chapters or numbering)*

Write the Introduction as continuous paragraphs that move logically from context to problem, state of the art, research gap and novelty, and objective. The Indonesian journal accreditation guidelines (Petunjuk Teknis Akreditasi Jurnal Ilmiah 2026, hereafter Juknis 2026, item F.4) assess originality by looking for three explicit elements here: an adequate

state-of-the-art overview, a clear novelty/research-gap statement, and a clear research objective.

- **Context and phenomenon:** introduce the issue and establish its importance with relevant, current evidence (data, facts, or trends).
- **Problem statement:** identify the specific problem and explain why it matters theoretically and practically.
- **State of the art:** synthesize, rather than list, the most relevant previous studies, mainly primary sources (journal articles) published in the last ten years, to show what is already known.
- **Research gap and novelty:** state explicitly what remains unresolved or inconsistent and how this study differs from previous work (e.g., "However, …remains limited…"; "The novelty of this study lies in…").
- **Objective:** close the Introduction with a clear statement of the objective and, where relevant, the research questions (e.g., "Therefore, this study aims to…").
- **Contribution:** briefly indicate the expected theoretical and practical contribution.
- **Length:** the Introduction should be 15–20% of the manuscript.

LITERATURE REVIEW *(there should be no sub-chapters or numbering)*

Present the theories, concepts, and empirical studies that form the study's foundation.

- **Theories and concepts:** define key concepts and explain the theories relevant to the research problem.
- **Previous studies:** synthesize relevant findings, similarities, differences, and limitations; prioritize credible and recent primary sources while retaining essential seminal works. Classic works may support theoretical foundations but should not be the main basis for the research gap or for comparing findings.
- **Hypotheses (if applicable):** develop each hypothesis logically from theory and previous findings, cite supporting studies, and number hypotheses consistently (H1, H2, …). Omit hypotheses when they do not fit the research design.
- **Conceptual framework:** provide a clear, numbered diagram of the proposed relationships among variables or constructs and refer to it in the text.
- **Qualitative or exploratory studies:** present the analytical lens, key concepts, or propositions instead of forcing hypotheses or variable relationships.

METHODS *(there should be no sub-chapters or numbering)*

Describe the procedures clearly and completely enough for readers to evaluate and, where possible, replicate the study (Juknis 2026, F.5: appropriate and sufficient methods).

- **Research design and setting:** identify the approach, design, context, period, and unit of analysis, and explain their suitability for the objective.
- **Population and sampling:** define the population, sampling method, selection criteria, recruitment, sample size and its basis, and relevant respondent characteristics; for qualitative studies, explain how participant adequacy or saturation was assessed.
- **Data collection:** identify data sources, instruments, and procedures (questionnaire administration, interviews/focus groups, observation, or secondary data with selection criteria).
- **Measurement:** define each variable or construct, its indicators/items, response scale, and scoring; cite original measurement sources and explain adaptations. For qualitative studies, describe the interview guide, observation focus, or coding framework.
- **Data analysis:** state the analytical technique(s), software and version (e.g., SmartPLS 4, SPSS 29, NVivo 14), assessment criteria or thresholds used, and the analysis steps (e.g., coding and theme development for qualitative data).

- **Validity, reliability, or trustworthiness:** report the checks relevant to the design (e.g., convergent/discriminant validity, reliability, common-method bias; or credibility, triangulation, member checking, audit trail). Report only procedures actually conducted.
- **Research ethics:** for studies involving human participants (surveys, interviews, experiments), explain informed consent and data confidentiality and provide the ethical clearance details in the Ethics Statement section.

RESULTS *(there should be no sub-chapters or numbering)*

Present the findings objectively, in the order of the objectives, research questions, hypotheses, or themes, without interpretation (interpretation belongs in the Discussion).

- **Quantitative studies:** report descriptive statistics, measurement-model results where relevant, and key test statistics (e.g., coefficients, t or F values, exact p-values, R^2, effect sizes or confidence intervals), and state clearly whether each hypothesis is supported.
- **Qualitative studies:** present themes or categories supported by concise, anonymized quotations from participants identified by codes (e.g., I-01, I-02).
- **Tables and figures:** use them to summarize results, number them consecutively, refer to each one in the text before it appears, and avoid repeating all displayed numbers in the narrative.

DISCUSSION *(there should be no sub-chapters or numbering)*

Interpret the findings in depth in relation to the research objectives, hypotheses, theories, and previous studies. Assessors rate analysis and synthesis highest when the article combines appropriate methods, clear description of key findings, depth of interpretation, and critical comparison with other researchers (Juknis 2026, F.5).

- **Key findings:** summarize the main findings for each objective or hypothesis without repeating the Results section.
- **Interpretation:** explain why and how the results occurred (mechanisms, context, theoretical reasoning), not only what was found.
- **Critical comparison:** compare the findings with relevant and recent studies (preferably published in the last ten years) and state whether they confirm, extend, or contradict previous findings and theory.
- **Implications:** discuss the theoretical meaning and the practical, managerial, policy, or societal relevance, keeping claims consistent with the evidence and research design.
- **Unexpected results:** address unexpected or conflicting results and plausible alternative explanations; avoid causal claims not supported by the research design.

CONCLUSIONS *(there should be no sub-chapters or numbering)*

State the conclusions briefly and clearly. They must answer each research objective or hypothesis and emphasize the new or important findings, supported by the results (Juknis 2026, F.6). Do not introduce new data, citations, or further discussion, and avoid broad statements that go beyond the findings.

- **Theoretical/academic contribution:** explain what the study adds to theory or prior knowledge and specify the scope of that contribution.
- **Practical/managerial contribution:** provide specific, feasible recommendations for practitioners, managers, organizations, or policymakers, based on the findings.
- **Limitations and future research:** explain the main limitations and how they affect interpretation, and recommend focused future studies that address them.

ACKNOWLEDGMENTS *(optional)*

Acknowledge individuals or institutions that supported the research but do not meet the authorship criteria. Do not name or thank reviewers or editors individually, so that blind review is preserved. Funding sources are reported in the Funding Statement.

AUTHOR CONTRIBUTIONS *(mandatory)*

Describe each author's specific contribution, preferably using the CRediT taxonomy (Conceptualization, Methodology, Software, Validation, Formal analysis, Investigation, Resources, Data curation, Writing – original draft, Writing – review & editing, Visualization, Supervision, Project administration, Funding acquisition). Everyone listed as an author must have made a substantial contribution; adding or omitting authors without justification is a breach of academic integrity.

Example: Author One: Conceptualization, Methodology, Writing – original draft. Author Two: Data curation, Formal analysis, Writing – review & editing. Author Three: Supervision, Validation. All authors have read and approved the final manuscript.

Single author: The author was solely responsible for the conception, design, data collection, analysis, and writing of this article.

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State the source(s) of financial support, including the full name of the funder and the grant or contract number. If no funding was received, state this explicitly.

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Declare any financial, professional, or personal relationships that could influence, or be seen to influence, the research or its publication. If none exist, state this clearly.

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For research involving human participants, state the name of the ethics committee and the number and year of the ethical clearance document. For low- or negligible-risk research (e.g., anonymous surveys of adults), authors may instead provide a self-declaration of compliance with research ethics, subject to approval by the reviewers and/or editors. Omitting this information may reduce the journal's accreditation score (Juknis 2026, H.2).

Example: This study was approved by the Research Ethics Committee of [Institution], No. [XXX/YYYY], dated [DD Month YYYY]. All participants gave informed consent.

Example (low risk): This study involved minimal risk to participants. Participation was voluntary and anonymous, informed consent was obtained, and the data were kept confidential and used solely for research purposes.

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Explain whether and how the data, instruments, code, or other materials supporting the findings can be accessed, while respecting ethics, personal data protection, confidentiality, and intellectual property.

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State whether artificial intelligence (AI) tools, including generative AI and AI-assisted writing or analysis tools, were used in preparing the manuscript. If used, name the tool (and version), its purpose (e.g., language editing or grammar checking), and the parts of the manuscript concerned. AI tools cannot be listed as authors and must not be used to generate or manipulate data, results, analyses, or references, or to replace the authors' scientific judgment. Authors remain fully responsible for the accuracy, originality, and integrity of the manuscript.

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REFERENCES

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- **Number of references:** at least 15 references are required for accreditation; MATRIK recommends at least 30 for original research articles.
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- **Format:** arrange references alphabetically by the first author's surname with a 1.27 cm hanging indent; include the DOI as a URL (https://doi.org/…) whenever available; check author names, year, title, volume, issue, and pages.
- **Integrity:** cite original sources rather than secondary citations such as "Garuda (2013) in Arjuna (2015)"; keep self-citations and citations to MATRIK relevant and not excessive.

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Article Types and Structure

- MATRIK primarily publishes original research articles in management, business strategy, and entrepreneurship. Review articles are considered only if they are comprehensive, use adequate and up-to-date literature, and contain a dedicated section presenting the authors' original analysis and synthesis.
- Empirical articles must follow this template consistently: Introduction, Literature Review, Methods, Results, Discussion, Conclusions, followed by the declaration sections and References. Do not add numbering or sub-chapters to the main sections.
- The manuscript must be original, not previously published, and not under consideration elsewhere. Fabrication, falsification, plagiarism (including self-plagiarism), unjustified authorship, and multiple submission are breaches of academic integrity and may lead to rejection or retraction.

Tables

- Number tables consecutively (Table 1, Table 2, etc.) in order of first mention, refer to each table in the text, and place it as close as possible after its first mention.
- Place the table title above the table, centered, in 12 pt regular (non-italic) type on one line: the label in bold followed by the title, e.g., "Table 1. Profile of Informants."
- Use clear column headings and horizontal lines only (no vertical lines). Dense tables may use 10 pt text and single spacing if legible.
- Place notes, abbreviation definitions, significance markers, and the source below the table.
- Keep tables on one page where possible; if a table continues, write "(continued)" and repeat the column headings. Use decimal points (e.g., 3.25), not commas.

Example of a Table:

Table 1. Profile of Informants

No.	Informant Code	Position
1.	I-01	Village Head
2.	I-02	Village Secretary
3.	I-03	Sub-District Head

Source: Primary data, YYYY (or: Author, Year). Use participant codes; do not disclose informants' real names.

Figures, Graphs, and Conceptual Frameworks

- Number figures consecutively (Figure 1, Figure 2, etc.) in order of first mention and refer to each in the text (e.g., "Figure 1 shows…"); do not refer only by location such as "above" or "below."
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- Use clear, high-resolution images (at least 300 dpi) with readable labels, units, and legends; ensure colors remain distinguishable in grayscale.
- Credit original sources and obtain permission for reused material where required; for author-created figures, write "Source: Authors' illustration."

Example of a Figure:

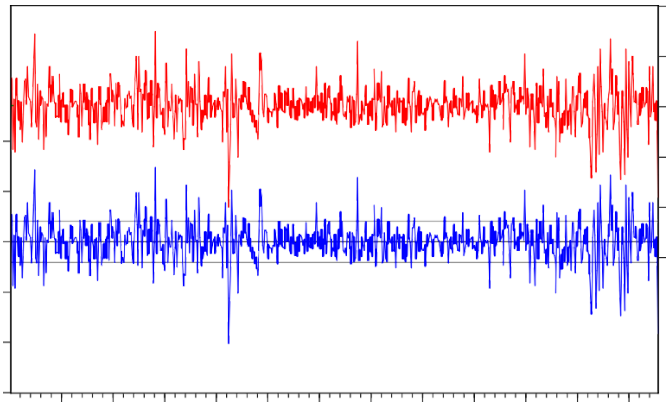


Figure 1. Residual, Actual, and Fitted Daily Market Return, Period 1
Source: Data analysis results using EViews 9, YYYY.

Equations and Statistical Notation

- Write equations with an equation editor, number them consecutively with Arabic numerals in parentheses aligned with the right margin, and refer to them in the text (e.g., Equation 1).
- Define every symbol immediately after the equation.
- Italicize statistical symbols (e.g., p, t, F, R^2, SD) and report exact p-values to three decimals, except $p < .001$.

Example of an Equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon \quad (1)$$

where Y is the dependent variable, α is the constant, β_1 and β_2 are the regression coefficients, X_1 and X_2 are the independent variables, and ε is the error term.

In-Text Citations

- Use the APA 7th edition author–date system, inserted with a reference manager (Mendeley, Zotero, or EndNote).
- One author: (Smith, 2022) or Smith (2022). Two authors: (Smith & Lee, 2022) or Smith and Lee (2022). Three or more authors: (Smith et al., 2022) from the first citation.
- Direct quotations: include the page number, e.g., (Smith, 2022, p. 15), and use them sparingly.
- Multiple sources: order them alphabetically and separate them with semicolons, e.g., (Lee, 2021; Smith, 2022).
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Language and Terminology

- Write the entire manuscript in clear academic English, including the title, abstract, headings, tables, figures, notes, and references, using American English spelling consistently throughout (e.g., analyze, behavior, color, modeling, organization), in line with the APA 7th edition style.
- Use standard terminology of the field consistently; define abbreviations at first mention and avoid them in the title and abstract unless widely recognized. Professional proofreading is strongly recommended before submission.

General Formatting Requirements

- Paper size: A4 (21 × 29.7 cm), portrait, single column. Page margins: 2.5 cm on all sides (top, bottom, left, and right); header and footer 1.25 cm from the edge.
- Font and spacing: Times New Roman throughout; single line spacing (1.0); justified body text with a 1.27 cm first-line indent; no blank lines between paragraphs; 12 pt space before and 3 pt after main headings.
- Font sizes: article title 14 pt bold, uppercase, centered; author names 12 pt bold; affiliations and corresponding e-mail 9 pt; article history, abstract, and keywords 10 pt; main headings 12 pt bold uppercase, left-aligned; sub-guidance headings 12 pt bold; body text, table titles, figure captions, equations, and references 12 pt; table contents 10–12 pt; table and figure source notes 10 pt.
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- Recommended length: 15–20 pages (minimum 8,000 words), excluding references.
- Cite every source used for ideas, data, quotations, measures, and adapted tables or figures.

Pre-Submission Checklist

Item	Requirement	Note/Check
Title	English, concise, informative; no unnecessary location or abbreviations	
Authors and affiliations	Full names without titles; family name not abbreviated; superscripts by affiliation; department, faculty, full institution, city, province/state, country; corresponding author (*) with e-mail; ORCID iD optional (if available)	
Abstract and keywords	Structured, English, 200–250 words, no citations or table/figure references; 3–5 keywords; JEL codes optional	
Introduction	State of the art, explicit gap/novelty statement, clear objective	
Methods, Results, Discussion	Appropriate methods; key findings with data; in-depth interpretation; critical comparison with recent studies	
Conclusions	Answer the objectives; no new discussion or citations	
Declarations	Author contributions, funding, conflict of interest, AI use (plus ethics and data availability)	
References	≥ 15 (recommended ≥ 30); ≥ 80% primary; ≥ 80% from the last 10 years; APA 7; DOIs; all cited	
Tables, figures, equations	Table title centered above; figure caption left-aligned below; numbered, cited in text, sourced, legible (≥ 300 dpi)	
Language	Standard terminology; correct academic English with consistent American spelling; professional proofreading recommended	
Format and layout	A4; 2.5 cm margins on all sides; Times New Roman; single spacing; font sizes as specified; template styles and section order followed exactly	