

The Title is Written With a Maximum of 16–20 Words Without Any Year of Research

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ABSTRACT

Write your abstract as a single, continuous paragraph without section labels or headings. The abstract should flow naturally through six elements in the following order. Begin by introducing the topic, its background, and why it is significant — then state the specific problem or phenomenon examined and the research question in one concise sentence. Next, identify what gap in the literature this study addresses and what makes this research original or novel compared to prior work. Follow this with a brief description of the research method(s) and data used, keeping it factual and free of speculation. Then present the key empirical findings clearly and concisely, in two to four sentences. Before closing, state the theoretical, methodological, or empirical contribution of this study to the existing body of knowledge — explain how it extends, challenges, or enriches current understanding. Conclude by stating the main conclusion(s) and implication(s) of the research, including the core take-home message for the reader. The abstract should be between 150–250 words. Do not use bullet points, numbered lists, or subheadings. Write in the past tense for methods and findings, and present tense for conclusions and contributions.

KEYWORDS: Keywords1; Keywords2; Keywords3; Keywords4;

INTRODUCTION

What is the purpose of the study? Why are you conducting the study? The main section of the article should start with an introductory section which provides more details about the paper's purpose, motivation, research methods, and findings. The introduction should be relatively nontechnical, yet clear enough for an informed reader to understand the manuscript's contribution.

The “introduction” in the manuscript is necessary to demonstrate the motives of the research. It analyses the empirical, theoretical and methodological issues to contribute to the existing literature. This introduction will be linked with the following parts, most noticeably the literature review.

Explaining the problem's formulation should cover the following points: (1) Problem recognition and its significance; (2) clear identification of the problem and the appropriate research questions; (3) coverage of problem's complexity; and (4) clear objectives.

Novelty Statement (mandatory): The Introduction must explicitly state the novelty of this study. Authors are required to identify the gap in the existing literature that this research addresses, explain what distinguishes this study from prior work, and articulate why this question has not been adequately answered before. The novelty statement should appear at the end of the Introduction section, immediately before the statement of research objectives, and should be written in one to two concise sentences. Example: “Unlike previous studies that examined [X], this study is the first to investigate [Y] in the context of [Z], thereby contributing a new perspective on [topic].”

METHOD

The method should be well elaborated enhancing the model, the analysis approach and the steps taken. This section typically has the following sub-sections: Research type; Population and Sample/Informants; Research Location; Instrumentation or Tools ; Data Collection Procedure; Data Analysis; Ethical Approval.

Research Type

The method section should clearly explain the research approach used, whether quantitative, qualitative, mixed-methods, or a literature review:

- **Quantitative study:** " This study used a quantitative approach with a cross-sectional survey design. A stratified random sampling recruited 250 managers from medium to large enterprises in Jakarta. Data were collected via an online survey in February 2024 using the validated Managerial Effectiveness Scale (MES) and

analyzed with multiple regression to examine the relationship between leadership styles and employee performance."

- **Qualitative study:** " This study adopted a qualitative case study design to explore managers' experiences in implementing digital transformation strategies. Purposive sampling involved 15 senior managers from various industries in Surabaya. Data were collected through in-depth interviews using a semi-structured guide and analyzed thematically."
- **Mixed-methods study:** " A mixed-methods explanatory sequential design was employed. Quantitative data from a survey of 200 managers were analyzed using multiple regression analysis, followed by qualitative interviews with 10 managers to gain deeper insights into leadership development practices. Qualitative data were analyzed thematically."
- **Literature review:** " This systematic literature review followed PRISMA guidelines. Articles were sourced from Web of Science, Scopus, and Google Scholar using the keywords 'leadership effectiveness,' 'managerial competencies,' and 'organizational performance.' After screening titles, abstracts, and full texts, 45 articles met the inclusion criteria, as outlined in a PRISMA flowchart."

Population and Sample/Informants

The study population included mid-level managers aged 30–45 years working in manufacturing and service industries in Jakarta, Indonesia. A stratified random sampling method was used to recruit 250 participants for the quantitative survey. For qualitative research, one could specify: *"Fifteen senior managers were selected as informants using purposive sampling to ensure diversity in industry sectors, company sizes, and managerial experiences."* In mixed-method studies: *"The survey involved 250 respondents, followed by in-depth interviews with 15 managers who were purposefully selected based on their performance evaluation scores and leadership experience."*

Research Location

The study was conducted in Surabaya City, a region known for its cultural diversity and a blend of urban and semi-urban populations. This setting provided a unique context for exploring the relationship between managerial practices and organizational performance, especially in adapting to technological advancements.

Instrumentation or Tools

Quantitative Research: *"The study employed a validated questionnaire, the Managerial Effectiveness Scale (MES), to measure managerial competencies and their impact on team performance"*. For qualitative research, one might describe: *"A semi-structured interview guide was developed to delve into managers' experiences, focusing on their leadership strategies and decision-making processes in diverse organizational settings"*. In mixed-method studies, it could be stated: *"Quantitative data were collected using the MES, while qualitative data were obtained through semi-structured interviews recorded and transcribed verbatim"*

Data Collection Procedures

Quantitative data were collected through an online survey platform over a one-month period in March 2024. Respondents were provided with a consent form and clear instructions on how to complete the questionnaire. For qualitative research, the process could be: *"In-depth interviews were conducted face-to-face at participants' offices or virtual platforms, lasting approximately 30–60 minutes each"*. In mixed-method studies, one might write: *"Quantitative data collection was completed first, followed by qualitative interviews, which were scheduled based on participants' survey responses and availability"*

Data Analysis

Quantitative data were analyzed using multiple regression analysis to examine the relationship between managerial practices and key performance indicators (KPIs). Descriptive statistics summarized participants' demographic characteristics. For qualitative research, the analysis could be described as: *"Data were analyzed thematically using NVivo software, identifying patterns and themes related to leadership challenges and organizational innovation"*.

In mixed-method studies, it might state: “Quantitative data were analyzed using SPSS, while qualitative data were subjected to thematic analysis to provide a deeper understanding and context to the survey findings.”

Ethical Approval (mandatory for animal studies)

The study received approval from the Ethics Committee of X University (Approval Number: 123/KEPK/2024). All participants provided informed consent before participating in the study. For participants under 18, consent was obtained from parents or guardians. Confidentiality was strictly maintained, ensuring participants' data were anonymized and securely stored.

RESULTS

The results section should present the key findings of the study.

For **quantitative research**, you might write:

" The findings revealed significant relationships between managerial practices and organizational performance. Managers who implemented participatory decision-making were 2.7 times more likely to achieve high team performance (OR = 2.7; 95% CI: 2.0–3.6). Additionally, the frequency of professional development activities was positively associated with improved employee satisfaction.

Table 1. Distribution of Managerial Training Levels

No	Managerial Training Level	Frequency	%
1	No formal training	18	14.4
2	Short courses/workshops	50	40.0
3	Professional certifications	45	36.0
4	Graduate-level training	12	9.6

Source: Primary Data

For **qualitative research**, you might write:

"Thematic analysis uncovered three primary themes from interviews with managers:

- 1. Leadership Adaptability: Managers emphasized the need to adapt leadership styles to meet team needs in a hybrid work environment.*
- 2. Employee Engagement Strategies: Effective communication and regular feedback loops were highlighted as critical for sustaining employee morale.*
- 3. Challenges in Change Management: Managers faced resistance during the adoption of new technologies."*

For a **literature review**, you might write:

" A review of 40 articles demonstrated consistent evidence linking effective management practices to organizational success. Common strategies included employee empowerment, continuous training, and data-driven decision-making. Moderating factors such as company size and industry type influenced the outcomes."

Table 2. Key Findings from Reviewed Literature

No	Author(s)	Year	Study Focus	Key Findings	Moderating Factors	Geographic Context
1	Goleman et al.	2018	Leadership styles	Emotional intelligence is a key driver of team performance	Industry type (tech vs. non-tech)	USA, UK
2	Bass & Avolio	2019	Transformational leadership	Leaders who inspire and challenge their teams achieve higher innovation	Organizational size	Global

3	Herzberg et al.	2020	Employee motivation	Intrinsic rewards like recognition engagement more than financial incentives	Employee demographics	Europe, Asia
4	Kotter	2021	Change management	A structured 8-step process reduces resistance to organizational change	Leadership commitment	

DISCUSSION

The discussion section interprets the findings of this study within the context of existing research, explores their practical implications, evaluates the strengths and limitations, and provides recommendations for future research.

Interpretation of Key Findings

Our findings revealed that transformational leadership styles were positively associated with team performance and employee satisfaction ($\beta = 0.45$, $p < 0.01$). This suggests that leaders who demonstrate inspirational motivation and individualized consideration can significantly enhance organizational outcomes. These results align with those of Bass and Avolio (2019), who identified transformational leadership as a key driver of innovation in global organizations. However, our study extends the evidence by focusing on mid-sized enterprises in Surabaya, Indonesia, highlighting the role of cultural factors, such as hierarchical organizational structures and collectivist values, in moderating leadership effectiveness. This underscores the importance of adopting culturally tailored leadership development programs.

Comparison with Previous Studies

The findings of this study are consistent with Goleman et al. (2018), who reported that leaders with high emotional intelligence foster greater team collaboration and performance. However, our findings differ from Kotter (2021), who emphasized that structured change management frameworks have a more significant impact on organizational performance than leadership style alone. These discrepancies could be attributed to differences in industry focus, with Kotter's research primarily centered on large multinational corporations, whereas this study focused on mid-sized enterprises in the manufacturing and service sectors. This highlights the nuanced relationship between leadership styles and organizational outcomes across varying contexts.

Limitations and Cautions

While this study provides valuable insights into the impact of leadership styles on organizational performance, several limitations should be acknowledged. First, the cross-sectional design limits our ability to establish causality, similar to the challenges noted by Herzberg et al. (2020). Second, the reliance on self-reported data may introduce biases, such as overestimation of leadership effectiveness, as highlighted in prior research. Third, the study's geographic focus on Surabaya may limit the generalizability of findings to other regions with different cultural and economic landscapes. Future studies should employ longitudinal designs and include a more diverse sample to address these limitations and provide more robust insights.

Recommendations for Future Research

Future research should focus on addressing these limitations by employing longitudinal designs to establish causality between leadership styles and organizational performance. Additionally, examining the impact of specific leadership behaviors, such as decision-making styles and conflict resolution approaches, could provide deeper insights into the mechanisms driving these relationships. Expanding research to include diverse industries and cultural contexts would further enhance the applicability of findings. Moreover, incorporating mixed-method approaches, such as combining quantitative surveys with qualitative interviews, could offer a more comprehensive understanding of leadership dynamics in varying organizational settings.

CONCLUSION

This study investigated [insert research focus] and aimed to [restate research objectives]. The findings demonstrated that [summarize the main results], highlighting [specific trends or unique insights]. Notably, [mention any novel contributions or context-specific findings]. These results underscore [practical or theoretical implications], suggesting [recommend interventions, strategies, or broader relevance].

While this study provides valuable insights into [specific topic], certain limitations should be noted, such as [list key limitations briefly]. Future research should focus on [identify future directions or opportunities to build upon this study], potentially enhancing our understanding of [topic] and informing [policy, practice, or theoretical frameworks].

Academic Contribution (mandatory): Authors must explicitly state the academic contribution of this study within the Conclusion section. This should explain how the findings extend, challenge, or enrich existing theory, methodology, or empirical knowledge in the field. The contribution may be theoretical (e.g., proposing or refining a concept or framework), methodological (e.g., applying a novel analytical approach), or empirical (e.g., providing evidence from an underexplored context, population, or geography). The contribution statement should be written in two to three sentences and positioned after the main conclusions, before the limitations paragraph. Example: “This study contributes to the literature on [field] by demonstrating that [finding], which extends [theory/framework] to the context of [X]. The findings also offer methodological insights for future research employing [approach] in similar settings.”

ACKNOWLEDGMENTS

Authors may acknowledge individuals, organizations, institutions, administrative personnel, technical staff, or other parties that supported the research or publication process but do not meet the criteria for authorship.

DECLARATIONS

Authors must provide the relevant declarations below to ensure transparency, accountability, and research integrity. Include Author Contributions, Funding, Conflict of Interest, Generative Artificial Intelligence Use, Ethics Approval and Informed Consent, and Data Availability, as applicable.

Author Contributions: State the contribution of each author to the research and preparation of the manuscript. The use of the CRediT (Contributor Roles Taxonomy) is encouraged, including, where applicable, conceptualization, methodology, investigation, data curation, formal analysis, writing—original draft, writing—review and editing, visualization, supervision, project administration, and funding acquisition. Example: “Author 1 conceptualized the study, developed the methodology, conducted the formal analysis, and prepared the original draft; Author 2 supervised the research, validated the findings, reviewed and edited the manuscript, and approved the final version.”

Funding: Identify all sources of financial support for the research, including the name of the funding agency and the grant or contract number, where applicable. Indicate whether the funder had any role in the study design, data collection, analysis, interpretation, manuscript preparation, or decision to publish. If the research received no external funding, this must be stated explicitly, e.g., “This research received no external funding.”

Conflict of Interest: Disclose any financial, professional, institutional, personal, or other interests that could reasonably be perceived as influencing the research, interpretation of the findings, or publication of the manuscript. Recommended statement when no conflict exists: “The authors declare no conflict of interest.”

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co-authors. Example: “No Generative AI or Large Language Model was used to generate the scientific content, research data, analysis, interpretation, or conclusions of this manuscript.”

Ethics Approval and Informed Consent: For research involving human participants, personal or confidential data, vulnerable groups, or other activities requiring ethical oversight, provide information on ethics approval, including the name of the approving institution or ethics committee and the approval number where applicable. Confirm that informed consent was obtained where required. If not applicable to the study, this should be explicitly stated.

Data Availability Statement: Indicate whether the data supporting the findings of the study are available and, where applicable, how they can be accessed (e.g., an institutional or disciplinary repository, as supplementary material, or from the corresponding author upon reasonable request). If the data cannot be made publicly available due to ethical, legal, confidentiality, privacy, commercial, or other legitimate restrictions, state the reason clearly.

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The bibliography is written using the **American Psychological Association (APA)** referencing style (7th edition). It is recommended to use reference management software (**Mendeley**). **The minimum number of references is 30**, with 80% consisting of journal articles. Especially for UNPRI students and academia, it is highly recommended to use **Clinical Key** (<https://www.clinicalkey.com/>) as the main source of scientific literatures. UNPRI students and academia are encouraged to cite the references from **Clinical Key** as well as the Journals, Books, Clinical Overviews, Clinical Trials, Monographs, Guidelines etc (**minimum 10 references should be cited from Clinical Key database**).

Example:

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