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Insert Article Title Here — Times New Roman, 13 pt, Bold, Centered, Title Case, preferably 10–18 words.

Full Author Name[1], Full Author Name[2], Full Author Name[3] — Times New Roman, 11 pt, Bold, Centered, Title Case

Institutional Affiliation(s) — Times New Roman, 10,5 pt, Regular, Centered, Title Case for official institution names. Format: [1]Department or Study Program, Faculty or School, University or Institution, City, Country; [2]Department or Study Program, Faculty or School, University or Institution, City, Country.

Email: authors@afiliation.ac.id

Abstract

Abstract — Times New Roman, 9 pt, Regular, Justified, Single Spacing (1.0), 150–250 words, written in one continuous paragraph. The abstract must clearly present: (1) Background or Research Problem, (2) Research Objective, (3) Research Method or Conceptual Approach, (4) Principal Findings or Theoretical Contributions, and (5) Theoretical and/or Practical Implications. For empirical studies, report the research design, relevant sample or data sources, analytical methods, and key findings. For conceptual studies, explain the theoretical approach, proposed framework, and conceptual contribution without claiming empirical validation. Avoid citations, tables, figures, undefined abbreviations, and unsupported claims. The abstract must be self-contained, precise, and consistent with the manuscript. Remove this instruction before submission.

Keywords: 3–6 Keywords — Times New Roman, 10 pt, Regular, Left-Aligned, Single Spacing (1.0). Use specific and academically relevant terms representing the main research concepts, theoretical constructs, methods, or research context. Separate keywords using semicolons (;).

A. INTRODUCTION

Introduction — Times New Roman, 10,5 pt, Regular, Justified, Line Spacing 1, First-Line Indent 0.75 cm. Recommended length: approximately 700–1,200 words, adjusted to the manuscript's overall length and research complexity. The Introduction must establish a coherent scholarly argument covering the following components: (1) Research Background and Context: Introduce the research phenomenon, explain its significance in management or business studies, and provide relevant empirical evidence, credible statistics, or scholarly references. (2) Research Problem: Identify the specific theoretical, empirical, methodological, or practical problem investigated. Explain why the problem requires scholarly investigation rather than merely describing a general phenomenon. (3) Current State of Knowledge: Critically synthesize relevant previous studies to establish what is already known. Prioritize credible peer-reviewed literature and acknowledge seminal theoretical contributions where appropriate. (4) Research Gap: Explicitly identify the unresolved issue in existing knowledge. The gap may involve theoretical limitations, contradictory findings, insufficient empirical evidence, methodological limitations, or an underexplored context with clear theoretical significance. Support the gap with verifiable scholarly references. (5) Research Objectives or Questions: State the specific research objective(s) or question(s) that directly address the identified research gap. (6) Research Contribution and Significance: Explain the intended contribution to management theory, empirical understanding, methodology, or managerial practice. Distinguish scholarly contributions from practical

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benefits. (7) Research Positioning: Briefly explain the study's approach, context, or analytical perspective when necessary to clarify how the research addresses the identified gap.

Ensure logical alignment between the research problem, literature-based gap, research questions, objectives, and intended contribution. Avoid unsupported claims of novelty, lengthy descriptive backgrounds, excessive definitions, and detailed methodological procedures that belong in the Methods section. All factual claims requiring evidence must be supported by appropriate citations following APA 7th edition. The Introduction should develop a critical and analytical argument rather than merely summarize previous research.

B. LITERATURE REVIEW

Literature Review — Times New Roman, 10,5 pt, Regular, Justified, Line Spacing 1, First-Line Indent 0.75 cm. Recommended length: approximately 1,000–1,800 words, depending on the research approach, theoretical complexity, and overall manuscript length. The Literature Review must critically examine relevant theories, conceptual perspectives, and previous empirical findings to establish a coherent foundation for the research. Organize this section into appropriate thematic or theoretical subheadings. The following components should be addressed where relevant: (1) Theoretical Foundations: Identify and critically explain the principal theories or theoretical perspectives underpinning the research. Discuss their fundamental assumptions, key constructs, explanatory mechanisms, and relevance to the research problem. Prioritize original or seminal theoretical sources where appropriate. (2) Conceptual Definitions and Constructs: Define the principal concepts, variables, or constructs using authoritative scholarly sources. Explain their theoretical boundaries, dimensions, and distinctions from related concepts. Avoid presenting multiple disconnected definitions without critical synthesis. (3) Critical Review of Previous Studies: Synthesize relevant empirical and conceptual studies by comparing their theoretical perspectives, research contexts, methodologies, findings, and limitations. Identify patterns, contradictions, convergences, and unresolved issues. The review must be analytical rather than a sequential summary of individual studies. (4) Theoretical and Empirical Relationships: Explain how the relevant concepts or constructs are theoretically connected. Discuss mechanisms, assumptions, contextual influences, and available empirical evidence supporting or challenging the proposed relationships. (5) Hypothesis Development or Theoretical Propositions: For hypothesis-testing research, formulate theoretically justified and testable hypotheses. Each hypothesis must follow a coherent argument supported by relevant theory and previous evidence. For conceptual research, formulate theoretical propositions where appropriate. Exploratory qualitative studies are not required to formulate hypotheses. (6) Conceptual or Analytical Framework: Present a conceptual model, theoretical framework, or analytical framework where appropriate. Explain the role of each construct, proposed relationship, or analytical dimension. Ensure that the framework is consistent with the research objectives and subsequent research methods. (7) Synthesis and Research Positioning: Conclude the section by explaining how the reviewed literature supports the selected theoretical perspective, identifies unresolved relationships or questions, and establishes the foundation for the present study.

Use recent and relevant peer-reviewed publications to represent contemporary developments while retaining seminal works essential to the theoretical argument. All theoretical and empirical claims must be supported by accurate and verifiable references using APA 7th edition. Avoid unsupported statements of novelty, excessive textbook definitions, descriptive author-by-author summaries, irrelevant literature, and hypotheses lacking theoretical justification.

Thematic Subheading 1: Theoretical Foundations

Explain the principal theory or theories underpinning the study, including their origins, essential assumptions, constructs, and relevance to the research problem. Compare theoretical perspectives where appropriate.

Thematic Subheading 2: Key Concepts and Previous Research

Critically synthesize previous studies and explain the principal constructs, empirical findings, contradictions, methodological limitations, or unresolved theoretical issues.

Thematic Subheading 3: Relationships and Hypothesis Development

Develop theoretically grounded relationships among relevant constructs. Where appropriate, formulate hypotheses or theoretical propositions following the supporting scholarly argument.

Thematic Subheading 4: Conceptual Framework

Present and explain the conceptual or analytical framework, where applicable. Specify the constructs, proposed relationships, boundary conditions, and theoretical reasoning underlying the model. All suggested subheadings are illustrative. Authors must adapt them to the research design and scholarly argument rather than treating them as mandatory headings. Remove all instructional text before submission.

C. METHODS

Research Methods— Times New Roman, 10,5 pt, Regular, Justified, Line Spacing 1, First-Line Indent 0.75 cm. Recommended length: approximately 700–1,300 words, depending on methodological complexity. The Methods section must describe and justify the research design, data sources, research procedures, and analytical techniques in sufficient detail to support methodological transparency, critical evaluation, and reproducibility or auditability, as appropriate to the research approach.

Organize this section using relevant methodological subheadings. Authors should address the following components where applicable: (1) **Research Design and Approach:** Specify whether the study uses quantitative, qualitative, mixed-methods, documentary, simulation-based, or conceptual research. Identify the specific design and justify its suitability for addressing the research objectives or questions. (2) **Research Setting and Unit of Analysis:** Explain the research setting, population or relevant context, observation period, and unit of analysis. Clearly distinguish among individual, group, organizational, institutional, and other units of analysis where relevant. (3) **Data Sources and Sampling:** Identify primary or secondary data sources, sampling procedures, eligibility criteria, sample size, and the justification for selecting observations, participants, documents, cases, or other analytical materials. (4) **Data Collection Procedures:** Explain how the data were collected, including the instruments, procedures, collection period, and relevant quality-control measures. For secondary data, provide sufficiently specific information about data provenance and selection. (5) **Research Instruments and Measurement:** For quantitative research, describe variable operationalization, measurement scales, instrument development, and procedures for assessing measurement quality. For qualitative research, describe interview protocols, observation procedures, document-selection criteria, or other data-generation instruments where appropriate. (6) **Data Analysis Procedures:** Identify the analytical methods, techniques, models, or frameworks used. Explain the sequence of analysis, relevant assumptions, analytical decisions, and criteria used to interpret the findings. (7) **Research Quality and Validation:** Describe the procedures used to establish validity, reliability, robustness, trustworthiness, credibility, or analytical rigor, as appropriate to the research design. Explain any sensitivity analysis, triangulation, robustness checks, or methodological limitations where relevant. (8) **Research Ethics:** Explain ethical approval or exemption, informed consent, confidentiality arrangements, data protection, and other ethical safeguards where applicable.

For conceptual research, describe the theoretical selection, conceptual comparison, synthesis, framework-development procedures, and criteria used to establish analytical coherence. Do not represent conceptual reasoning as empirical validation. For simulation-based research, explicitly report

input data, assumptions, model specifications, scenarios, calculation procedures, and methods for assessing sensitivity or uncertainty. The Methods section must describe procedures actually conducted in the study, not planned activities presented as completed research. Do not report substantive results in this section, except for information necessary to explain the research design, sample characteristics, assumptions, or analytical procedures. Avoid vague statements such as "the data were analyzed statistically" without explaining the specific analytical approach.

Methodological Subheading 1: Research Design

Explain the research approach, design, methodological rationale, and alignment with the research objectives or questions.

Methodological Subheading 2: Research Setting and Data Sources

Describe the research context, unit of analysis, population, sampling approach, data provenance, observation period, and relevant selection criteria.

Methodological Subheading 3: Data Collection and Measurement

Explain the instruments, operational definitions, measurement procedures, or documentary and conceptual evidence collection appropriate to the study.

Methodological Subheading 4: Data Analysis

Describe the analytical techniques, models, software where relevant, calculation procedures, and sequence of analysis. Explain why the selected methods are appropriate.

Methodological Subheading 5: Research Quality and Ethical Considerations

Describe relevant validity, reliability, trustworthiness, robustness, sensitivity analysis, ethical approval, consent, confidentiality, and data protection procedures. These subheadings are recommended examples. Authors must adapt them to their research methodology and remove sections that are not applicable. Remove all instructional text before submission.

D. RESULTS AND DISCUSSION

Results and Discussion— Times New Roman, 10,5 pt, Regular, Justified, Line Spacing 1, First-Line Indent 0.75 cm. Recommended total length: approximately 1,500–2,500 words, depending on the research design, analytical complexity, and overall manuscript length. This section must present the study's principal findings systematically and critically interpret their scientific significance. The presentation must clearly distinguish evidence generated by the study from the authors' interpretation, theoretical explanation, and managerial implications.

Organize the section into two main components: Results and Discussion. The Results may be organized using thematic subheadings appropriate to the study, while the Discussion must develop a coherent interpretation of the findings in relation to theory, previous research, and the study's objectives. (1) **Presentation of Principal Findings:** Present the main results in a logical sequence aligned with the research questions, objectives, hypotheses, or analytical framework. Emphasize findings that directly address the research problem. (2) **Evidence and Analytical Transparency:** Support each principal finding with appropriate empirical evidence, analytical results, conceptual reasoning, tables, figures, or documentary sources. Explain the meaning of the reported indicators, categories, relationships, or analytical outputs. (3) **Reporting of Quantitative Results:** Where applicable, report relevant descriptive statistics, measurement-model results, hypothesis tests, effect estimates, confidence intervals, significance levels, model diagnostics, robustness checks, and other statistical evidence necessary to evaluate the findings. Do not interpret statistical significance as equivalent to practical importance. (4) **Reporting of Qualitative Results:** Present themes, categories, interpretations, or explanatory patterns supported by appropriate empirical material. Use participant quotations, documentary evidence, or observations where relevant. Explain how the evidence supports each

analytical theme. (5) **Reporting of Conceptual Findings:** For conceptual research, present the developed framework, theoretical relationships, propositions, typologies, or conceptual mechanisms. Explain the reasoning supporting each theoretical contribution. Clearly distinguish proposed explanations from empirically demonstrated relationships. (6) **Interpretation and Theoretical Explanation:** Discuss why the principal findings occurred, how they relate to the theoretical framework, and what they reveal about the research problem. Identify relevant mechanisms, conditions, and alternative explanations. (7) **Comparison with Previous Research:** Critically compare the findings with relevant previous studies. Explain agreements, contradictions, unexpected results, and possible contextual or methodological explanations. (8) **Theoretical Contributions:** Explicitly explain how the study extends, refines, challenges, integrates, or provides new evidence concerning existing management theories, concepts, or scholarly debates. Avoid unsupported claims of theoretical novelty. (9) **Managerial and Practical Implications:** Explain how the findings may inform managerial decisions, organizational practices, business strategies, or relevant policies. Recommendations must be proportional to the evidence and the study's limitations. (10) **Limitations and Boundary Conditions:** Discuss important analytical limitations, contextual conditions, methodological constraints, and factors affecting the interpretation or transferability of the findings where relevant.

The Results must not merely duplicate information presented in tables and figures. The Discussion must not simply restate the Results or repeat the Literature Review. Avoid unsupported causal interpretations, excessive speculation, claims of empirical validation without evidence, and recommendations that exceed the study's analytical scope. All comparisons with previous research must be supported by relevant and verifiable citations following APA 7th edition.

Results Subheading 1: Principal Findings

Present the findings relevant to the first research objective, question, hypothesis, or analytical dimension. Describe the evidence, analytical outputs, and substantive meaning without introducing unsupported interpretations.

Results Subheading 2: Additional Findings

Present additional findings using appropriate statistical results, empirical themes, comparative analysis, documentary evidence, or conceptual outputs. Ensure consistency with the methodology.

Discussion

Discussion Subheading 1: Interpretation of Key Findings

Explain the principal findings in relation to the research questions and theoretical foundations. Discuss why the observed or proposed relationships matter.

Insert Discussion Subheading 2: Relationship to Previous Research

Critically compare findings with relevant prior studies. Explain agreements, contradictions, unexpected results, and possible theoretical or contextual explanations.

Insert Discussion Subheading 3: Theoretical Contributions

[Specify how the findings contribute to management scholarship by extending, refining, challenging, integrating, or contextualizing existing theoretical explanations.

Insert Discussion Subheading 4: Managerial and Practical Implications

Explain relevant implications for managers, organizations, practitioners, or policymakers. Link each implication directly to evidence presented in the study.

The suggested subheadings are illustrative and may be adapted to the research design. Authors must retain a clear distinction between the reporting of findings and their scholarly interpretation. Remove all instructional text before submission.

E. CONCLUSIONS

Conclusions — Times New Roman, 10,5 pt, Regular, Justified, Line Spacing 1, First-Line Indent 0.75 cm. Recommended length: approximately 300–500 words, presented in 2–4 coherent paragraphs without additional subheadings. The Conclusions section must provide a concise and evidence-based synthesis of the study's principal findings, directly address the research objectives or questions, and clearly articulate the study's contribution to management knowledge and practice. The conclusion should incorporate the following components: (1) **Answers to Research Objectives or Questions:** Clearly state how the principal findings address the research objectives or questions established in the Introduction. Emphasize the substantive answers rather than repeating detailed statistical results or descriptive findings. (2) **Synthesis of Principal Findings:** Integrate the most important empirical findings, conceptual arguments, or theoretical propositions into a coherent overall conclusion. Explain the central insight emerging from the study. (3) **Theoretical Contributions:** Explicitly identify how the research advances existing knowledge in management or business studies. Explain whether the findings extend, refine, challenge, integrate, or provide new contextual evidence concerning relevant theories, concepts, or scholarly explanations. Theoretical claims must be proportional to the research evidence.

(4) **Managerial and Practical Implications:** Summarize the most relevant implications for managerial decision-making, organizational practices, business strategies, or public policy where appropriate. Recommendations must follow logically from the research findings and acknowledge applicable contextual conditions. (5) **Research Limitations:** Briefly identify the principal methodological, analytical, theoretical, or contextual limitations that constrain the interpretation, generalizability, or transferability of the findings. Avoid generic statements that do not explain the actual limitations of the study. (6) **Future Research Directions:** Propose specific and meaningful directions for future investigation arising from the study's findings, unresolved questions, methodological limitations, or theoretical contributions. Future research recommendations should be actionable and scientifically justified.

For empirical research, conclusions must reflect the findings actually supported by the collected data and analytical procedures. For conceptual research, conclusions must clearly distinguish proposed theoretical contributions from empirically validated relationships. Do not claim that a conceptual model has been empirically tested or validated unless such validation was performed. For review articles, synthesize the state of knowledge, the review's principal contribution, unresolved scholarly debates, and priority directions for future research. For simulation-based research, distinguish scenario-dependent results from observed empirical outcomes. Conclusions must acknowledge the principal assumptions and uncertainties affecting the interpretation of simulation findings. The Conclusions section must not introduce new data, additional hypotheses, unreported analytical results, or new scholarly arguments that have not been developed in the manuscript. Avoid unsupported generalizations, exaggerated claims of novelty, unnecessary repetition of numerical results, and recommendations that extend beyond the study's evidence. References are generally unnecessary in this section unless a specific scholarly claim requires attribution. Ensure logical consistency between the Introduction, Research Objectives, Methods, Results, Discussion, and Conclusions.

REFERENCES

References— Times New Roman, 10,5 pt, Regular, Left-Aligned, Single Line Spacing (1.0), Hanging Indent 1.27 cm (0.5 inch), Paragraph Spacing After 6 pt. All references must follow the American Psychological Association (APA), 7th edition. The reference list must meet the following requirements:

1. Citation–Reference Consistency: Every source cited in the manuscript must appear in the reference list, and every reference listed must be cited in the manuscript.
2. Alphabetical Arrangement: Arrange references alphabetically by the surname of the first author. Do

not divide references into separate categories such as Journal Articles, Books, Reports, or Internet Sources.
3. Author Information: Present author names and initials accurately according to APA 7th edition. Apply APA rules for multiple authors, organizational authors, and identical author surnames.
4. Publication Details: Provide complete and accurate information, including publication year, article or book title, journal title, volume, issue, page range or article number, publisher, and other relevant bibliographic details.
5. DOI and URL: Include a valid DOI in the format https://doi.org/xxxxx whenever one is available. For online sources without a DOI, provide an appropriate stable URL when required by APA 7.
6. Source Quality: Prioritize credible peer-reviewed literature, original theoretical contributions, and authoritative scholarly sources. Recent references should adequately represent relevant contemporary developments, while seminal publications should be retained when theoretically necessary.
7. Reference Accuracy: Verify every reference against the original publication or reliable bibliographic metadata. References must not be fabricated, automatically generated without verification, or attributed to sources that do not support the corresponding claims.
8. Reference Management: Authors are encouraged to use Zotero, Mendeley, EndNote, or similar reference management software to maintain citation consistency.
9. APA Formatting: Apply sentence case to article and book titles, appropriate title case to journal names, italics for journal titles and volume numbers, and correct punctuation according to APA 7th edition.
10. Reference List Presentation: Use a single alphabetically ordered reference list with consistent indentation, spacing, capitalization, punctuation, DOI formatting, and typography.

Example
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Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. MIS Quarterly, 13(3), 319–340. https://doi.org/10.2307/249008

Book
Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. John Wiley & Sons.

Journal Article with Three Authors
Bruton, G. D., Pryor, C., & Cerecedo Lopez, J. A. (2024). Lean start-up in settings of impoverishment: The implications of the context for theory. Journal of Management, 50(8), 3120–3138. https://doi.org/10.1177/01492063231204869

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TABLES

Use Times New Roman, 10 pt, Regular, Single Line Spacing (1.0). Tables must be editable Microsoft Word tables, numbered consecutively in the order of first appearance, and placed as close as possible to their first mention in the manuscript. Each table must have a concise and informative title positioned above the table, formatted in Times New Roman, 10 pt, Bold, Centered, using the format "Table 1. [Insert Table Title]". Column headings must be clear, concise, and consistently formatted. Use Times New Roman, 10 pt, Bold, with appropriate alignment. Align text entries to the left and numerical

values consistently, preferably by decimal point. Use minimal horizontal borders, including lines at the top of the table, below the column headings, and at the bottom of the table. Avoid vertical borders, excessive gridlines, background colors, and decorative formatting. Tables must fit within the prescribed page margins. Long tables may continue across pages, provided that column headings are repeated and individual rows are not inappropriately split. Every table must be cited and discussed in the main text before or near its appearance. Do not duplicate all table contents in the narrative; emphasize the most important patterns, comparisons, or findings. Provide explanatory notes, abbreviations, statistical significance information, and source acknowledgments below the table where necessary. Clearly distinguish original research data, adapted content, and reproduced material. Obtain permission for copyrighted material when required. Use appropriate measurement units, consistent numerical precision, and clearly defined statistical symbols. Ensure that all reported values correspond to the study's data and analytical results.

Table 1. Descriptive Statistics of Research Variables (Times New Roman 10,5 PT)

Variable	N	Mean	SD
Construct A	250	3.82	0.71
Construct B	250	4.10	0.65
Construct C	250	3.95	0.83

Note. N = sample size; SD = standard deviation.
Illustrative data only. Replace with actual research results.

FIGURES

FIGURE FORMATTING REQUIREMENTS — All figures must be numbered consecutively in the order of their first appearance in the manuscript and positioned as close as possible to their first mention in the text. Figure captions must be placed below the figure using Times New Roman, 10 pt, Bold, Centered, with the format "Figure 1. [Insert a Concise and Informative Figure Title]". Figures must be centered within the page margins and presented at a size that ensures all labels, symbols, legends, and graphical elements remain clearly legible. Figures should preferably be submitted in editable vector formats (such as SVG, EMF, or suitable Office drawing objects) or as high-resolution images when vector formats are unavailable. For raster images, use a minimum effective resolution of 300 dpi for photographs and 600 dpi for line drawings when appropriate. Charts must include clearly labeled axes, measurement units, legends, and relevant statistical information. Conceptual frameworks must accurately represent the theoretical constructs, proposed relationships, and direction of relationships described in the manuscript. Use consistent typography, line weights, symbols, and visual conventions across figures. Avoid unnecessary decorative effects, three-dimensional charts, excessive colors, distorted scales, and graphical elements that could misrepresent research findings.

All figures must be explicitly cited and explained in the manuscript. Authors must discuss their analytical significance rather than merely referring readers to the figure. A source statement or explanatory note must be placed below the figure caption where appropriate. Clearly identify whether the figure is original, adapted, or reproduced from another source. Provide appropriate citations and obtain copyright permission when required. Figures involving maps, satellite imagery, photographs, or human participants must comply with relevant data-use permissions, privacy requirements, and research ethics standards. Any substantive use of generative artificial intelligence in producing or modifying figures must be disclosed in accordance with the journal's AI-use policy. AI-generated scientific visuals must not misrepresent empirical observations, measured results, or analytical evidence. Figure titles, captions, labels, and source statements must be consistent with the manuscript's terminology and APA 7th edition citation conventions where applicable.

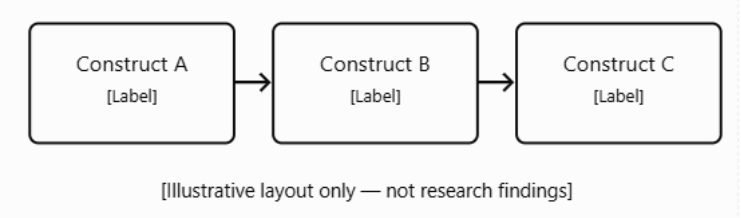


Figure 1. [Insert a Concise and Informative Figure Title]
Source: [Insert source or appropriate attribution].