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ABSTRACT

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Keywords: **Keyword 1, keyword 2, keyword 3.**

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[Manuscript Formatting and Writing Instructions]

Authors are required to format their manuscripts strictly according to the MOJEM template and **APA 7th edition** standards. Submissions that do not follow these requirements may be returned for correction before review.

General Writing and Style

- Manuscripts must be written in **clear, Calibri font (size 10), formal academic English**.
- Use **APA 7th edition** for writing style, citations, references, tables, and figures.
- Avoid bullet points in the main text. Write in **continuous paragraphs**, except where tables or figures are required.
- Use **past tense** for methodology and results, and **present tense** for established knowledge.
- Avoid excessive use of first-person pronouns unless methodologically justified.

Example:

TOPIC

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Topic

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Headings and Subheadings

- Use APA-style headings consistently (Level 1 to Level 3 as appropriate).
- Ensure logical progression from Introduction to Conclusion.
- Headings should clearly reflect content related to **educational leadership, management, policy, or organisational practice**.

In-text Citations (APA 7th Edition)

- Use **author-date format** for all citations.
    - Example: *(Leithwood & Jantzi, 2019)*
- For direct quotations, include **page numbers**.
    - Example: *(Hallinger, 2020, p. 45)*
- Ensure all in-text citations appear in the **References** list, and vice versa.
- Avoid over-reliance on secondary citations.

Reference List

- The reference list must follow **APA 7th edition** format.
- Arrange references **alphabetically by the first author's surname**.
- Use **hanging indentation**.
- Ensure accuracy and completeness of all references.
- Authors are encouraged to cite **recent and high-quality international journals**, where relevant.

Tables

- Tables must be formatted according to **APA 7th edition**.
- Number tables consecutively (Table 1, Table 2, etc.) in the order they appear in the text.
- Each table must have a **clear, concise title** placed above the table.
    - Example:
      Table 2
      Descriptive Statistics of Leadership Variables
- Refer to each table explicitly in the text.
- Tables should be **editable** (not embedded as images).

Figures

- Figures include graphs, diagrams, models, and charts.
- Number figures consecutively (Figure 1, Figure 2, etc.).
- Each figure must have a **caption** placed below the figure.
    - Example:
      Figure 1. Conceptual framework of the study.
- Ensure figures are **clear, readable, and of high resolution**.
- Refer to each figure explicitly in the text.
- Avoid duplicating information already presented in tables.

Numbering and Consistency

- Ensure consistent numbering of sections, tables, and figures throughout the manuscript.
- Do not restart numbering in different sections.
- Use consistent terminology and variable names across the text, tables, and figures.

Final Checks Before Submission

- Ensure the manuscript fully follows the **MOJEM template**.
- Confirm compliance with **APA 7th edition** throughout.
- Verify that Turnitin similarity is **below the journal threshold**.
- Ensure ethical approval and declarations are clearly stated where applicable.

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Required and Recommended Statements

Compliance with International Editorial Conventions ***All manuscripts submitted to MOJEM must comply with the following international editorial conventions. Items marked Mandatory must be provided before publication. Items marked Strongly recommended should be included unless they are not applicable.***

[Ethics Declaration Statement (Mandatory Where Applicable)]

[For research requiring ethical oversight, authors must identify the approving ethics committee or institutional review body, approval reference number and approval date where applicable, informed consent or assent procedures, and measures used to protect privacy, confidentiality, and data. If ethical approval was not required, authors should state the reason.]

eg; Ethical approval for this study was obtained from the relevant institutional ethics committee, and informed consent was secured from all participants prior to data collection.

[Data Availability Statement or Supplementary Data (Strongly Recommended)]

[Authors should state whether the data and supplementary materials supporting the findings are publicly available, available from the corresponding author subject to reasonable and ethical conditions, subject to restricted access, or not available. A repository name, persistent link, accession number, or justification for restricted access should be provided where relevant.]

eg; The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to ethical and confidentiality considerations.

[Conflict of Interest Statement (Mandatory)]

[All authors must disclose financial, professional, personal, editorial, or other interests that could be perceived to influence the work. If none exist, state: The authors declare no conflict of interest.]

eg; The authors declare no conflict of interest, including no editorial, reviewer, or decision-making role in MOJEM related to this manuscript. Artificial intelligence tools, where used, were applied only for linguistic support and did not contribute to research design, data analysis, or interpretation.

[Author Contributions Statement (Strongly Recommended)]

[Describe each author's substantive contribution to the conception or design, data collection, analysis, interpretation, drafting, or critical revision of the manuscript. Confirm that all authors approved the final version and accept accountability for the work. The CRediT contributor roles may be used where appropriate.]

eg; Conceptualisation, A.A. and B.B.; methodology, A.A.; formal analysis, B.B.; writing - original draft, A.A.; writing - review and editing, A.A. and B.B. All authors reviewed and approved the final manuscript.

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[Authors should clearly state whether the study received any external or internal funding. If funding was received, the funder's name and grant reference number must be provided. If no funding was received, this should be

explicitly stated.]

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[Authors must include an Acknowledgements section. Acknowledge individuals, institutions, or organisations that supported the work but did not meet the criteria for authorship. If there is no acknowledgement, state: The authors have no acknowledgements to declare.]

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Optional AI-related acknowledgement (if applicable):

Artificial intelligence tools were used solely to support language editing and clarity, without influencing the study's conceptualisation, analysis, or interpretation.

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APPENDICES

1. APPENDIX A: Title
2. APPENDIX B : Title