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

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**ABSTRACT**

**Introduction**: Describe the topic your paper examines. Provide a background to your paper and why is this topic interesting. Avoid unnecessary content. State the problem or economic/business phenomena studied in this paper and specify the research question(s) in one sentence. Novelty: Summarize the novelty of this paper. Briefly explain why no one else has adequately researched the question yet.

**Methods**: Provide an outline of the research method(s) and data used in this paper. Explain how did you go about doing this research. Again, avoid unnecessary content and do not make any speculation(s).

**Results**: List the empirical finding(s) and write a discussion in one or two sentences.

**Conclusion**: Provide conclusion(s) and implication(s) of your research. What conclusions did you get and what are the implication(s)? What is the main take-home message.

**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 analyzes 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.

# 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 (Optional)**

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 boost 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 (β = 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].

# AUTHOR’S CONTRIBUTION STATEMENT

Authors explicitly outline and describe their individual contributions to the research and the development of the manuscript. This statement is intended to provide transparency and clarity regarding each author's role in the project. It helps readers and reviewers understand the specific contributions of each author to the research process

# CONFLICTS OF INTEREST

Confirms that the authors have declared any potential conflicts that could influence the impartiality of the research. The authors explicitly state that they have no financial or personal relationships with entities that might unduly affect their objectivity. This declaration ensures the integrity of the study by transparently addressing any possible influences on the research outcomes, contributing to the credibility and trustworthiness of the article.

# SOURCE OF FUNDING STATEMENTS

Declare the sources of financial support for this research. Acknowledge that the study received backing from [grant/contract number] provided by [funding agency]. Clearly state that the funding agency had no involvement in the design, execution, analysis, interpretation, or manuscript preparation. This unambiguous disclosure reinforces the independence and credibility of the research, ensuring transparency about the financial backing behind the study.

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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.

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