

## **SAMRJ STYLE GUIDE**

### **MANUSCRIPT PREPARATION**

Manuscripts should be typed in a 12-point Times New Roman font and should be double-spaced. All manuscript pages should have a 1-inch margin and must contain a short running head and page number. Every page in the manuscript should include a short running head and the page number (right-justified). The recommended page size is 8.5 x 11 inches, and the length of the manuscript should not exceed 50 (including references, tables, figures, and appendices).

### **MAJOR SECTIONS OF THE PAPER**

#### **Abstract and Title**

During the electronic submission process, there will be specific fields for entering a manuscript title (limit 15 words) and an abstract (limit 250 words). The abstract should not be included in the main document of the manuscript. Do not submit a title page with your main manuscript document.

#### **Main Document**

The principal divisions of the manuscript should appear in the following order: the body of the article, references, footnotes, tables, figures, and appendices. The body of the article begins immediately on page 1. The title of the paper should appear at the top of this first page. It should be centered, bold-faced, and in all capital letters. All pages should be numbered, including those with references, appendices, tables, and figures. Group these, in the order just given on separate pages at the end of the article. All main body paragraphs should be indented.

The manuscript (body, references, footnotes, table, figures, and appendices) will be uploaded/mailed to the SAMR as a single document called the “main document” during the electronic submission process.

#### **Blind Review**

When preparing a manuscript for electronic submission, the authors should remove all identifying information such as names or affiliations or author notes. Instead, the title should only appear at the beginning of the text. This will facilitate the blind review process.

#### **Acknowledgments**

Do not place acknowledgments into the manuscript, as these could compromise the blind review process. However, if authors wish to acknowledge the contribution of individuals or institutions that are not authors, they are encouraged to do so after the formal acceptance of the paper.

#### **Footnotes**

Do not use footnotes (or endnotes) in your text. As alluded to above, footnotes should be placed in a separate section of the paper that appears after the authors’ notes and before the tables. This should be treated as a major heading with the word FOOTNOTES (or FOOTNOTE if there is only one) as the title. The heading FOOTNOTES should be centered, bold-faced, and typed in capital letters. Each footnote should be consecutively numbered, beginning with 1 and corresponding to its citation in the text.

#### **Headings**

Main headings should be used to designate the major sections of an article. Within the main body of the paper, the major headings typically include such things as INTRODUCTION, METHOD, RESULTS, and DISCUSSION. Supporting material, such as references, tables, and appendices, are also treated as major headings. In all cases, major headings should be centered, bold-faced, and typed in all capital letters. Example:

## METHOD

Secondary headings should be typed flush with the left margin, in title case (small letters with major words beginning with capitals), and in bold. Example:

### **Data and Sample**

Third-order or paragraph headings should be typed in sentence case title case (small letters with major words beginning with capitals) and in italics. Example:

#### *Manager Sample*

Respondents consisted of a random sample of 300 managers who worked full-time at a large manufacturing facility.

When a section of text is divided, there should be at least two subsections.

### **Hypotheses**

In manuscripts reporting tests of formal hypotheses, these should be explicitly identified as such. State each hypothesis that is tested in your analyses separately and give it a distinct number. Example

*Hypothesis 1:* xxxxxxxxxxx xxxxxxxxxxxxxxxx xxxxxxxxxxxxxxx xxxxxxxx xxxxxxxx xxxxxxxx xxxxxxxx xxxxxxxx  
xxxxxxxxx xxxxxxxx xxxxxxxx.

### **Variables**

The names of constructs and variables should be expressed using ordinary words; in general, do not use unconventional abbreviations, acronyms, or code names. For industry-accepted acronyms, please spell out the term initially, then use acronyms in subsequent references. Example:

“Recently, research related to Subject Matter Experts (SMEs) has increased. SME literature....”

Be sure to use the same name for each variable in your text, tables, and figures.

### **Tables and Figures**

Useful tables and figures do not duplicate the text; they supplement and clarify it. Because tables and figures are considerably more expensive to prepare for publication than text, please carefully consider what they add to your manuscript’s impact.

Place each table or figure on a separate page. Double-space all text. Number tables and figures consecutively (one series for tables, one for figures) from the beginning to the end of the article. Indicate the position of each in the text as follows:

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Insert Table 1 about here  
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### **Table Checklist**

- Center the word table (in title case) and the number of the table (Arabic numeral) at the top of the page.
- Center the title (in title case) under the table heading.
- Report the results of only one type of analysis in each table.
- Range headings across the top of the table. Do not add new headings in the body of the table.
- Do not use abbreviations or computer code names for variables. Also, please do not use table notes. Use the same names you used in the text.
- Use only two decimal places for statistics (except p-values, see next).
- All reported statistical estimates (e.g., regression weights, mean differences) must have corresponding standard errors, and inferential statistics (*t*, *z*, or *F*, depending on which is most pertinent) with precise *p* values reported (e.g.,  $p = .072$ , rounded to the third decimal place) rather than in star notation (\*) or statistical significant cutoff bands (e.g.,  $p < .05$ ).

- The first table should report descriptive statistics for most articles, including means, standard deviations, and a full correlation matrix. Correlations should fill the lower-left corner of the page.
- To distinguish some numerals (for instance, to indicate which loadings define a factor), bold-face type can be used. Do not use this option when other conventions, such as footnotes, are sufficient.
- Use plain type in capital and small letters—no italic or bold, except as noted above.
- Designate a general footnote that explains the whole table or a column, row, or item with a small superscript letter (a, b, c).

Note that each level is on a separate line.

### Figure Checklist

- Center the word figure (in title case) and the number of the figure (Arabic numeral) at the top of the page.
- Center the title (in title case) under the Figure heading.
- Spell out all words in the body of the figure.
- Use the same variable names you used in the tables and text.
- Avoid stacking words or numbers (listing characters vertically).
- Make sure lines and graphic elements are crisp and clear.
- Use letters for footnotes, as in tables.

### Citations

Giving proper credit to the sources of original ideas and previous work is an important aspect of good scholarship. Inappropriate or inaccurate citations do not do justice to the authors cited and can be misleading to readers.

A tendency and a desire to cite one's own previous or current work is understandable. However, excessive use of self-citations is frowned upon. When submitting your manuscript for publication consideration, use self-citations cautiously. Minimize references that would reveal the manuscript's authorship. Doing this is important for protecting the double-blind review process.

Citations should be made in the text by enclosing the cited authors' names and the year of the work cited in parentheses. Example:

Several studies (Ferris & Kacmar, 1992; Malhotra & Bazerman, 2008; Morrison, 1993a, 1993b) support this conclusion.

Please note the use of alphabetical order and ampersands. Also note that two or more works by the same author (or by an identical group of authors) published in the same year are distinguished by "a," "b," etc., added after the year.

Citations to the source of a direct quotation must give a page number or numbers; these follow the date of publication and are separated from it by a colon. Example: Adams has said that writing a book is "a long and arduous task" (1974: 3). Also cite page numbers when you paraphrase or summarize specific arguments or findings of authors.

If a work has two authors, give both names every time the work is cited in the text. If a work has two or more authors, then use "et al." even for the first time. But the matching reference at the end of the article should include a complete list of the authors.

When citing the same manuscript more than once in the same paragraph, provide the date during the initial citation. For subsequent citations in the same paragraph, use only the names of the author(s).

### REFERENCES

Include an alphabetically ordered list of the works you have cited in your article. This list should begin on a separate page headed REFERENCES. As this is a major heading, the word "REFERENCES" should be centered, in all capital letters, and bold-faced. References should follow a hanging indentation format. Especially, the first line should be flush with the left margin. Subsequent lines should be indented. Examples:

- Arthaud-Day, M. L., Rode, J. C., & Turnley, W. H. 2012. Direct and contextual effects of individual values on organizational citizenship behavior in teams. *Journal of Applied Psychology*, 97: 792-805.
- Becker, T. E. 2005. Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations. *Organizational Research Methods*, 8: 274-289.

- Demirtas, O., & Akdogan, A. A. 2015. The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. *Journal of Business Ethics*, 130: 59-67.
- John, A., Qadeer, F., Shahzadi, G., & Jia, F. 2019. Getting paid to be good: How and when employees respond to corporate social responsibility? *Journal of Cleaner Production*, 215: 784-795.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1: 107-142.
- Saleem, M., Qadeer, F., Mahmood, F., Ariza-Montes, A., & Han, H. (In Press). Ethical leadership and employee green behavior: A multilevel moderated mediation analysis. *Sustainability*, 12: 3314.
- Wong, C. S., & Law, K. S. 2002. The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13: 243-274.
- Zheng, W., Zhang, M., & Li, H. 2012. Performance appraisal process and organizational citizenship behavior. *Journal of Managerial Psychology*, 27: 732-752.

Alphabetize references by the last name of the author (the first author) or the editor, or by the name of the corporate author (e.g., U.S. Census Bureau) or periodical (e.g., Wall Street Journal, p. A1) if there is no individual author or editor. Several works by an identical author (or group of authors) are ordered by year of publication, with the earliest listed first. If the years of publication are also the same, differentiate entries by adding small letters ("a," "b," etc.) after the years. Authors' names are repeated for each entry.

Book entries follow this form: Authors' or Editors' Last Names, Initials. Year. Title of book. (Book titles are italicized and typed in lowercase letters except for the first letter of the first word and the first word after a long dash or colon): Name of Publisher. Please note, only the publisher's name will be enough and do not include city, state, or country.

Please note and follow the punctuation used in these and subsequent examples.

Periodical entries follow this form: Authors' Last Names, Initials. Year. Title of article or paper (in lowercase letters except for the first letter of the first word and the first word after a long dash or colon). *Name of Periodical*, volume number: page numbers. Example:

Goggin, W. C. 1974. How the multi-dimensional structure works at Dow Corning. *Harvard Business Review*, 55: 54-65.

Include an issue number only if a periodical's pages are not numbered consecutively throughout its volumes--- that is, if each issue begins with a page numbered "1."

If a periodical article has no author, treat the periodical name like a corporate author in both the citation and reference. Examples:

Citation: There is fear that Social Security rates may rise (Wall Street Journal, 1984).

Reference: Wall Street Journal. 1984. Inflation rate may cause Social Security increase. *September* 24: 14.

Chapters in books follow this form: Authors' Last Names, Initials. Year. Title of chapter (in lowercase letters except for the first letter of the first word and first word after a colon). In Editors' Initials and Last Names (Eds.), *title of book*: page numbers. City Where Published, State or Country (only if necessary to identify the city): Name of Publisher. Examples:

Berg, N. A. 1973. Corporate role in diversified companies. In B. Taylor & I. MacMillan (Eds.), *Business policy: Teaching and research*: 298-347. New York: Wiley.

Roberts, F. S. 1976. Strategy for the energy crisis: The case of commuter transportation policy. In R. Axelrod (Ed.), *structure of decision*: 142-179. Princeton University Press. Unpublished papers,

Dissertations and presented papers should be listed in the references using the following formats:

Duncan, R. G. 1971. *Multiple decision-making structures in adapting to environmental uncertainty*. Working paper no. 54-71, Northwestern University Graduate School of Management, Evanston, IL.

Smith, M. H. 1980. *A multi-dimensional approach to individual differences in empathy*. Unpublished doctoral dissertation, University of Texas, Austin.

Wall, J. P. 1983. *Work and nonwork correlates of the career plateau*. Paper presented at the annual meeting of the Academy of Management, Dallas, TX.

A reference to an electronic document should include the author's name, if known; the full title of the document; the full title of the work it is part of, if there is one; the ftp, http, or other address; and the date the document was accessed.

Rogelberg, S. G., & Rupp, D. E. 2014. Ethical practices of journal authors: Voluntary code of conduct.  
Retrieved from <http://editorethics.uncc.edu/code.aspx>.

To cite an article that is in press, include the publication information from the source (as much as possible). If the article has a DOI (digital object identifier) such as the *Journal of Management* Online First system generates, give that number at the end.

Schleicher, D., Bull, R.A., & Green, S.G. in press. Rater reactions to forced distribution rating systems. *Journal of Management*. doi:10.1177/0149206308318618

### **Appendices**

The appendices present lengthy but essential methodological details, such as explanations of the calculation of measures or items in new survey instruments. The presentation should be concise but not abbreviated. Each appendix should be treated as a major heading. The title of each appendix should be typed in all capital letters, centered, and bold-faced. Multiple appendices are APPENDIX A, APPENDIX B, etc. A single appendix does not require a letter.

### **Online Supplement Instructions**

Authors should include a footnote on the title page (below authors' names) that says "Supplemental material for this article is available at <http://xxx.xxx.org/supplemental>. The web address will be corrected in production.

Label the online supplement as such so it can be easily identified. Upload the online supplement as a separate file and designate it as the main document to appear at the end of the paper. For the final submission process the title page, paper, and online supplement should be designated as the main document so they will all appear in one PDF document.

### **Avoiding Sexist and Other Biased Language**

Authors should avoid terms or usages that are denigrating to ethnic or other groups or that may be interpreted as such. Be particularly careful in dealing with gender, where long-established customs, such as the use of "he" as a generic pronoun ("a manager ... he"), can imply gender-based discrimination. Using plural pronouns—changing "the manager ... he" to "managers ... they"—is preferred.

### **CONCLUSION**

Thank you in advance for paying careful attention to the details of this journal's style set forth in this guide when making your submissions. We appreciate your efforts, as adherence to *Journal of Management* guidelines will smooth and expedite both review and publication. Properly prepared manuscripts tend to be more favorably received by reviewers.