

PAPER TITLES:

Paper title should be maximum of 16 words, centralized, bold with 14 font size

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Authors: Affiliations

Abstract

Article history
Received mm dd, yyyy
Revised mm dd, yyyy
Accepted mm dd, yyyy

KEYWORDS (9pts)
First key word, second,
third, fourth, fifth, and
sixth

The abstract should provide a concise and comprehensive summary of the research paper. It must clearly communicate the purpose of the study, the methods employed, key findings, and the major conclusions. Authors should write the abstract as a single paragraph of **250–300 words**, without citations or literature. The abstract must be typed in **Times New Roman, Font Size 9**, single-spaced, and fully justified. Authors should structure the abstract to reflect the **background/Context, Aim/Purpose, Methodology, Results/Findings and conclusion/Implications**. The abstract should be factual, precise, and written in past tense. Avoid abbreviations (unless defined), vague expressions, or unnecessary details. The keyword list provides the opportunity to add 4 to 6 keywords.

Recommended citation: Lucky, A.A., Sangodele, A.A. & Kereem, K. (xxxx). Article title. Kaziyan Journal of Innovation, Technology, and Management Sciences, xx(xx): pp.xx-xx. Doi.xx

1 INTRODUCTION (Time new roman 10pts)

The Introduction section should present a clear, coherent, and compelling foundation for the study. Authors are expected to provide adequate context, justify the relevance and necessity of the research, and clearly state the study objectives. A well-structured introduction guides the reader logically toward understanding the purpose of the study and the reasons behind its undertaking.

A strong introduction begins with a concise background of the study, explaining the broader issue or problem under investigation. This should highlight existing knowledge, observable trends, and key developments related to the topic, demonstrating the author's familiarity with current literature and establishing the study's relevance to innovation, management, and the social sciences.

Following the background, the problem statement should identify the specific gap, limitation, or controversy in existing research that the study intends to address. This statement must be objective, evidence-based, and well supported by credible literature, clearly showing why the research is necessary.

The introduction should also present the overall aim of the study and outline specific, measurable, and achievable objectives that directly align with the identified problem. Where applicable, authors may include research questions or hypotheses, particularly in quantitative studies, ensuring that these reflect the study's aims and objectives.

Finally, the introduction should specify the scope of the study by outlining its boundaries, such as the geographical area, population, context, variables, or timeframe covered. Defining the scope helps readers understand the limits and focus of the research.

2 LITERATURE REVIEW (*Times New Roman, Font Size 10 and bold heading/subheading*)

The Literature Review should provide a comprehensive and well-organized synthesis of existing scholarly work related to the topic under investigation. Authors are expected to show a clear understanding of the theoretical, empirical, and methodological foundations of their research area. Rather than simply listing previous studies, the review must critically analyze, compare, and evaluate relevant literature in order to establish a strong justification for the current study.

The primary purpose of the literature review is to situate the study within existing academic and practical knowledge. It should identify gaps, inconsistencies, and areas that require further investigation, while also highlighting major theoretical and methodological trends in the field. Through this process, the literature review helps to establish the significance, relevance, and originality of the research.

To achieve this, authors should rely on recent, credible, and peer-reviewed sources such as journal articles, conference papers, reputable textbooks, government or institutional reports, and authoritative online publications. Most of the sources should be contemporary preferably published within the last five to ten years, except in cases where foundational or seminal theories must be referenced.

The structure of the literature review may follow different organizational approaches depending on the nature of the study. A thematic approach allows authors to group related studies based on common concepts, variables, or issues. A conceptual review focuses on discussing major concepts and their interrelationships. A theoretical review presents the underlying theories guiding the study and explains their relevance, while an empirical review summarizes and evaluates findings

from previous studies, emphasizing methodological strengths, weaknesses, and implications. Authors may combine these approaches where appropriate to provide a comprehensive and coherent narrative.

A key task in the literature review is the identification of gaps in existing knowledge. These may include knowledge gaps, geographical or contextual gaps, methodological limitations, or conceptual and theoretical deficiencies. Clearly articulating these gaps is essential, as they provide the foundation for justifying the need for the current research.

Where applicable, authors are encouraged to include a conceptual or theoretical framework to guide the study. This framework should explain the key variables, the relationships among them, and how the chosen theory informs the current investigation. It may be presented in narrative form or supported with a diagram for clarity.

3 RESEARCH METHODOLOGY (*Times New Roman, Font Size 10 and bold headings/subheading*)

The Methodology section should provide a clear, detailed, and replicable explanation of how the study was conducted. Authors must present the research design, data sources, sampling procedures, instruments, analytical methods, and ethical considerations with adequate clarity and justification. The description should be sufficient for another researcher to replicate the study.

The section should be written in the past tense and organized under logical subheadings.

3.1. Research Design

Authors must clearly state and justify the type of research design used, such as: descriptive, experimental, survey, etc.

The design should align with the study's objectives and clearly explain why it is appropriate.

3.2. Study Area / Context (if applicable)

For studies involving specific geographical locations, organizations, or communities, authors should provide: a brief description of the study area, relevant demographic or contextual information, and justification for selecting the area or context. Maps, diagrams, or location descriptions may be used if needed.

3.3 Population of the Study

Authors should describe the population from which the sample was drawn, including: size, characteristics, eligibility criteria, and relevance to the study. The population must align with the research objectives.

3.4. Sampling Technique and Sample Size

Authors must explain the sampling techniques adopted for the study.

3.5. Data Collection Methods

Authors should specify:

- the type of data collected (primary, secondary, or both),
- data collection instruments (questionnaire, interview guide, observation checklist, experiments, sensors, etc.),
- procedures followed during data collection,
- reliability and validity (quantitative) or credibility, dependability, and trustworthiness (qualitative).

Instrument construction, pilot testing, and modification should also be explained.

3.6. Data Analysis Techniques

Authors must describe the analytical methods used, and Software used should be mentioned (SPSS, STATA, R, NVivo, ATLAS.ti, ArcGIS, Python, etc.).

3.7. Measurement of Variables (optional but recommended)

Authors should define key variables and explain how they were measured or operationalized. For surveys, include information about Likert scales, scoring procedures, or indices.

3.8. Ethical Considerations

Authors must include a statement on ethical procedures. This is mandatory for studies involving human participants.

4 RESULTS AND DISCUSSION (*Times New Roman, Font Size 10 and bold heading/subheading*)

The *Results and Discussion* section presents the key findings of the study and interprets their significance in relation to existing knowledge. Authors must clearly report the outcomes of their analysis and provide a thoughtful, critical discussion that links the results to the study objectives, research questions, and reviewed literature.

This section may be presented separately as **Results** and **Discussion**, or combined, depending on the nature of the research.

1. Presentation of Results

Authors should present results logically, clearly, and concisely.

Results must:

- directly reflect the study's objectives and research questions,
- be organized in a logical sequence,
- include only relevant data (avoid unnecessary repetition),
- be supported by tables, figures, charts, or graphs where appropriate.

Formatting and Data Presentation Rules

- Tables and figures must be numbered consecutively (Table 1, Table 2...; Figure 1, Figure 2...).
- Each table/figure must have a clear **title** and **source** (if applicable).
- Place tables/figures as close as possible to their first mention.
- Do not repeat data in both table and text — use one format.
- Use appropriate statistical indicators (mean, SD, p-value, R^2 , β , confidence intervals, etc.) where required.

2. Interpretation of Findings

After presenting the results, authors must interpret what the findings mean.

Interpretation should include:

- patterns and trends observed,
- relationships between variables,
- significant or non-significant outcomes,
- unexpected findings (if any),
- possible explanations based on theory or context.

Authors should avoid restating the results; instead, they must explain **why** the results are important.

3. Discussion

The discussion must connect the findings to:

- the study's objectives,
- theoretical framework,
- reviewed literature,
- prior empirical studies,
- practical and policy implications.

5 CONCLUSIONAND RECOMMENDATION

(*Times New Roman, Font Size 10 or journal standard*)

The Conclusion section provides a clear and concise summary of the key findings of the study and highlights

their significance. It should synthesize the main insights derived from the research without introducing new data, arguments, or references. Authors are required to ensure that the conclusions align with the study objectives and research questions. The Conclusion should include the following:

- summarize the main findings of the study,
- emphasize the contribution of the study to knowledge, theory, or practice,
- indicate practical, policy, or academic implications,
- recommendation should also be added
- be clear, concise, and logically structured.

REFERENCES (*Times New Roman, Font Size 10*)

The References section lists all sources cited in the manuscript. Authors must ensure that all references are accurate, complete, and formatted consistently according to the journal's preferred citation style. The references should reflect credible and relevant scholarly sources.

1. Citation Style

- CJIMSS uses **APA 7th Edition** (Author-Date) format.
- In-text citations must correspond to entries in the References section.
- Ensure consistency in formatting for all references.

2. Examples of Common Reference Types

A. Journal Article

Author(s). (Year). Title of the article. *Title of the Journal*, volume(issue), page range.
<https://doi.org/xxxxx>

Example:

Smith, J. A., & Brown, L. (2022). Innovations in management practices in developing economies.

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International Journal of Management Studies, 14(2), 45–60. <https://doi.org/10.1234/ijms.2022.014>

B. Book

Author(s). (Year). *Title of the book* (Edition if applicable). Publisher.

Example:

Roberts, P., & Taylor, K. (2020). *Social research methods* (3rd ed.). Routledge.

C. Book Chapter

Author(s). (Year). Title of the chapter. In Editor(s) (Ed(s).), *Title of the book* (pp. xx–xx). Publisher.

Example:

Williams, R. (2019). Knowledge management in organizations. In S. Clark (Ed.), *Advances in management theory* (pp. 102–120). Springer.

D. Conference Paper

Author(s). (Year). Title of paper. In Editor(s) (Ed(s).), *Title of conference proceedings* (pp. xx–xx). Publisher.

Example:

Nguyen, T., & Lee, J. (2021). Digital transformation in SMEs. In H. Kim (Ed.), *Proceedings of the International Conference on Innovation Management* (pp. 56–67). Springer.

E. Online Source / Website

Author(s). (Year). Title of webpage/document. Website Name. URL

Example:

United Nations. (2021). Sustainable development goals report. UN. <https://www.un.org/sdgreport2021>

4. In-Text Citation Guidelines

- **Single author:** (Smith, 2022)
- **Two authors:** (Smith & Brown, 2022)
- **Three or more authors:** (Smith et al., 2022)
- Include page numbers for direct quotations: (Smith, 2022, p. 45)

Authors contributions

The **Author Contributions** section provides transparency regarding the role of each author in the research and manuscript preparation. Authors must clearly indicate the specific contributions of all individuals listed as authors. This promotes accountability and ensures ethical publishing practices.