

SA Journal of Human Resource Management/ SA Tydskrif vr Menslikehulpbronbestuur

Quantitative Research Study

Manuscript Specifications:

Font Type: Times New Roman

Font Size: 12

Line Spacing: 1.5

Page Margins: Bottom & Top = 2.5cm
Left & Right = 2 cm

File Format: Microsoft Word (.doc) or Open Office (.dot) **NOT (.docx format)**

General Formatting: At the last pages of this author guideline

Enquiries: Potential contributors are invited, before formal submission, to enquire whether or not a particular article would be of interest, or to obtain advice about the way in which a manuscript should be prepared for submission.

Operations Coordinator contact: Liezel Grunewald, email: <mailto:submissions@sajhrm.co.za>

Editor-in-Chief contact: Prof Gert Roodt, email: <mailto:editor@sajhrm.co.za>

Covering letter: When submitting a manuscript, authors should provide a separate covering letter with the following information: the full name(s) and title(s) of the author(s); the position, affiliation (university or organisation), and contact details of each author; and the author to whom all correspondence should be addressed. It should also include a paragraph summarising briefly the nature of the contribution made by each of the authors listed on the article to the research performed.

Length of Manuscript:

About 25 pages text only (maximum), excluding tables, figures and the list of references.

Manuscript Guidelines

Title: Informative but concise eg.: Names of questionnaires, countries, and or authors start with capital letters.

Author: Name(s), include full first name, e.g. Gert P. Roux, not G.P. Roux. The name of the department and the University of each author. **The e-mail address, postal and phone number of the corresponding author should be included.**

Abstract: In English, not more than 250 words. If the article is written in Afrikaans please include an English title in the abstract. The abstract should state concisely the scope of the work and the principal findings, the following should be sub-headings:

- **Orientation** – A brief theme sentence to orientate the reader about the overall issue or problem area addressed in this article.
- **Research purpose** – The main research aim or purpose of the study is stated.
- **Motivation for the study** – The rationale or motivation for the study is provided.
- **Research design, approach and method** – The research design, approach and method is briefly explained with specific reference to the target population and the sample size.
- **Main findings** – The main results/findings of the study is summarized.

- **Practical/managerial implications** – A summary of the practical or managerial implications is briefly stated.
- **Contribution/value-add** – A concluding statement indicates the contribution or value-add of the study in addressing gaps or contradictions in the literature.

Key words: Use five [5] words not already included in the title, separated by a semi-colon. Refer to the discipline; sub-discipline; field; theme; research design; context

Synopsis: Afrikaans articles (or articles in any other official SA language) must also have a synopsis of the article of between 500-600 words in English (the entire synopsis appears in italics).

We also ask that you upload a brief biographical note (entered into the ‘Bio statement’ box during the submission process). This note will appear online in our ‘About the Author’ section should your article be published with us.

Manuscript Contents

The manuscript contains five sections, namely the introduction, research design, results, discussion and the references. All these first-level headings appear in bold capital letters and are centered.

INTRODUCTION:

The introductory section normally contains the following seven elements; headings are indicated in [brackets]:

- (1) [**Key focus of the study**] A thought-provoking introductory statement on the broad theme or topic of the research (why should I even bother to read further?);
- (2) [**Background to the study**] Providing the background or the context to the study (explaining the role of other relevant key variables in this study);
- (3) [**Trends from the research literature**] Cite the most important published studies previously conducted on this topic or that has any relevance to this study (provide a high-level synopsis of the research literature on this topic);
- (4) [**Research Objectives**] Indicate the most important controversies, gaps and inconsistencies in the literature that will be addressed by this study;
- (5) In view of the above (in 4) state the core research problem and specific research objectives that will be addressed in this study;
- (6) [**The potential value-add of the study**] Explanation of the study’s academic (theoretical & methodological) or practical merit and/or importance (provide the value-add and/or rationale for the study); and
- (7) [**What will follow**] Provide the reader with an outline of what to expect in the rest of the article.

Tips on Introduction Section:

The first-level heading is **INTRODUCTION**. However, second-level headings may be used in this introductory section. These subheadings are flush with the margin, and are typed in lower case; bold starting with a capital letter. The INTRODUCTION section consists of an introduction to the article and a literature review.

If lists of bullet points are presented, they should be in the following format:

- Longevity. How long individuals live.

- *Prognosis*. How well an individual responds to challenges of disease or trauma.
- *Mental health*. General level of mental functioning

Avoid using lists that contain more than 10 bullet points.

Synthesis and Critical evaluation of the literature

A synthesis and critical evaluation of the literature (not a compilation of citations and references) should at least include or address the following aspects:

- (1) Conceptual (theoretical) definitions of all key concepts;
- (2) A critical review and summary of the themes emerging from previous research findings (constructs, research participants, research designs, objectives, etc.) on the topic;
- (3) Including a review of existing approaches towards the measurement of relevant constructs; and
- (4) A clearly established link exists between formulated hypotheses (or objectives) and theoretical support from the relevant literature. The stated hypotheses follow directly on the section where the literature was reported.

RESEARCH DESIGN (first-level heading)

The first-level heading **RESEARCH DESIGN** is typed in capital letters, centred and in bold. Only **two** second-level headings follow on the research design and they appear in lower case, bold and are flush with the margin.

Research approach (second-level heading)

A brief description of the research approach followed in the study should be included. It should for instance state that the study follows the quantitative tradition and further explain whether it is a cross-sectional field survey, an experiment or a factorial design and why this design was chosen. Furthermore, it should explain what type of data (primary or secondary) was used and which approach (e.g. correlational) was followed in the data analyses. This section is not similar to the description of the research procedure.

Research method (second-level heading)

Normally, at least the following four third-level headings are used to explain the research method followed in the study, namely research participants; measuring instruments; research procedure; and statistical analyses.

Research participants (third-level heading)

A description of the target population, sampling frame and the sampling procedure are provided here. The obtained sample size and response rate are reported. This section normally provides a summary table and a discussion of the research participants in terms of their biographical details such as age, gender, home language, highest academic qualification, etc.

Measuring instrument(s) (third-level heading)

This section describes the measuring instrument(s) used in the study or the way in which constructs were operationalised. Fourth-level headings are in italics, underlined, and end with a full-stop. These types of headings are directly followed (in the same line) by a sentence (the same as with bullets above). Besides clearly referencing the origin of the scale this section should also clearly explain the basic scale design, the number of dimensions covered by the scale, exemplary examples of items (not the ones used in the scale) in each dimension as well as an example of the response rating scale. It should also be indicated which items are reverse scored or reflected and how total scores are calculated. This section should also report on the reliability and validity of the scale (as reported in other studies) as well as the rationale for using this scale in

the study.

Research procedure (third-level heading)

This section sets out the procedure used for the collection of the data for the study. Specific attention should be given to the clarity of the research procedure for possible replication purposes.

Statistical analysis (third-level heading)

Normally, only a brief mentioning of the statistical procedures employed in the analyses of the data is provided. See the opposite example. In the event of unusual or new statistical techniques a brief description of each is then also provided under this heading. The description of familiar statistical procedures is otherwise incorporated into the presentation of the results.

RESULTS (first-level heading)

The next first-level heading is **RESULTS**, which appears in capital letters, in bold and is centred. The results section can be divided broadly into two sections:

- Firstly, an overview of the descriptive statistics of each scale (only if space permits), as well as the reliability statistics for each scale is provided.
- Secondly, an overview of the inferential statistics according to all stated hypotheses is provided.
- Keep the following guidelines in mind when presenting the results of your study:
 - present your results as concisely as possible;
 - use tables and figures selectively, by not cluttering the article with tables and figures;
 - cross-references to relevant tables or figures should precede the mentioned table or figure;
 - interpret the contents of a table or a figure for the reader;
 - follow established conventions when reporting statistical data; and
 - report the statistical hypotheses (both the null and the alternative hypotheses) when reporting the results.

DISCUSSION (first-level heading)

The next heading is **DISCUSSION**, which appears in capital letters, in bold and centred.

This section normally contains the following eight elements:

- restate the main objective of the study;
- reaffirm the importance of the study by restating its main contributions;
- summarise the results in relation to each stated research objective or research hypothesis;
- link the findings back to the literature and to the results reported by other researchers;
- provide explanations for unexpected results;
- provide the conclusions and recommendations (implications for practice);
- point out the possible limitations of the study; and
- provide suggestions for future research.

Second and third-level headings may be used in this section.

REFERENCES (first-level heading)

References begin on a separate page. References cited in the text should all be included in the list at the end of the paper. Full references at the end of the paper, arranged alphabetically by surname, chronologically within each name, with suffixes a, b, c, etc. to the year for more than one per year by the same author. Note that the second and subsequent lines are indented. This journal makes use of the APA reference style. We have an APA style guide which you can be download from the journal website.

General Specifications of Manuscript

Layout

- The text should be 1.5-spaced.
- Start each paragraph at the margin (no tabs to indent first line). Place a blank line between paragraphs to separate.

Heading styles

- First level headings: (Boldface, upper case, centred, on a separate line, 14pt)
- Second level headings: (Boldface, normal case, justified at left margin, on a separate line, 12pt)
- Third level headings: (Boldface, normal case, justified at left margin, on a separate line, 10pt)

Citations in the text

- In referring to a work by three, four or five authors all the relevant names have to be furnished in the **first** reference to the work, e.g.: ...the traditionalist personality (Riesman, Denney & Glazer, 1968, p. 40) restrains him from doing...
- In **later** references to this work only the first author's name is stated, and the abbreviation '*et al.*' is used: ...due to his "other-directness" modern Western man in a sense is at home everywhere and yet nowhere (Riesman *et al.*, 1968, p. 40)...
- In referring to a work by six or more authors, cite only the surname of the first author followed by *et al.* (italicized and with a full stop after "al"), and the year for the first and subsequent citations. **In the reference list, provide the initials and surnames of the first six authors, and shorten any remaining authors to *et al.***
- When titles of journals or books are mentioned, they should be italicised, not underlined.
- If the citation follows a quotation, place the parentheses after the quotation marks but before the end punctuation. For example: 'for the future of telecommunications' (Smith 1987).
- Single quotation marks are used for all quotations; to highlight a quote within a quote, please use double quotation marks. If citations are longer than 30 words, please do not use single quotation marks; rather indent the citation and italicise it, positioning parentheses containing the author(s), year and page numbers of the publication cited on the line after the citation, right aligned.

Tables and figures

In Step 4, upload all tables, figures, images, and supplementary files:

- Tables should be saved and uploaded as separate Word (.doc) or RTF (.rtf) files, not DOCX (.docx).
- Ensure all personal identifying information is removed from the supplementary files as per the [provided instructions](#). Please note that this is not required for book reviews.
- Figures and images should be saved and uploaded using high quality image formats: BMP, TIFF, EPS, JPEG (uncompressed); not GIF or compressed JPEG.
- Audio and video files should be saved and uploaded using the MPEG format (MP3 for audio and MPEG for video).

Acronyms: If a phrase with an established acronym is used (eg SAN Parks – South African National Parks), and appears more than five times, please include the acronym in brackets after first mention of the phrase, then use the acronym only. Please note that acronyms should not be used in abstracts.

Units: The use of units should conform to the SI convention and be abbreviated accordingly. Metric units and their international symbols are used throughout, as in the decimal point (not the decimal comma), and the 24-hour clock.

Spacing and punctuation: There should be one space (not two) between sentences; one space before unit terms (e.g. 5 kg, 5 cm, 5 mmol, 5 days); no space before % or °. Thousand/millions are marked with a space, not a comma (e.g. 1 000, 1 000 000) Ranges are expressed with an extended hyphen, not with a short hyphen.

Dates, italics, and spelling: Dates are written in the following style: 12 July 1908. Phrases within the text that are not English (for example, *et al.*) should be italicised. British (not the American) spelling convention is followed, for example organisation, not organization.

Permission:

Permission should be obtained from the author and publisher for the use of quotes, illustrations, tables and other materials taken from previously published works that are not in the public domain. The author is responsible for the payment of any copyright fee(s) if these have not been waived. The letters of permission should accompany the manuscript. The original source(s) should be mentioned in the figure legend or as a footnote to a table.

Submissions and correspondence

All submissions must be made online at <http://www.sajhrm.co.za/> and correspondence regarding manuscripts should be addressed to:

The Editor, SAJHRM. E-mail: <mailto:editor@sajhrm.co.za>

Note: Ensure that the article ID [reference] number is included in the subject of your email correspondence.