

Journal Manuscript Formatting Guidelines

General Requirements

- Manuscript length: **10–15 pages**, including:
 - Chinese Abstract
 - English Abstract
 - References
 - Author Biography
- **Title**
 - Center aligned.
 - Present the **Chinese title first**, followed by the **English title**.
- **Authors**
 - List authors in order (First Author, Second Author, etc.).
 - Each author should correspond to his/her affiliated institution.

Footnote on the first page Include:

- Email address of the first author.
- Email address of the corresponding author.

Main Text Formatting

- **Chinese text:** SimSun(宋体)
- **English text and numbers:** Times New Roman
- **Font size:** 12 pt
- **Line spacing:** Multiple (1.16)
- **Alignment:** Justified
- **First-line indentation:** 2 characters
- **Spacing before and after paragraphs:** 0 pt

Abstract and Keywords

Provide **both Chinese and English abstracts**.

- Maximum length: **300 words**
- Include **3–5 keywords**.
- Avoid abbreviations and acronyms.
- Follow standard English academic writing conventions.

Keywords Format (Chinese and English)

- Bold and italic.
- Separate keywords with "; ".
- No punctuation after the final keyword.

Chinese Example:

Keywords: Webpage; Internet; Corporate Social Responsibility; Brand Image

English

- Bold and italic.
- Separate keywords with commas.
- No period after the last keyword.

English Example:

Keywords: Webpage, Internet, Corporate Social Responsibility, Brand Image

Figures and Tables

- Number and title should be **left-aligned**.
- Figures and tables themselves should be **centered**.

Page Layout

- Margins: Top= Bottom= Left= Right= 2.54 cm
- Page number: Bottom Right.
- Page number format:
 - Arabic numerals (1, 2, 3...)
 - Times New Roman 12 pt
- Header and footer distance: 1.5 cm from page edge.

Heading Levels

Example: 1 1.1 1.1.1

Third-level headings should follow the format:

1.1.1 Third-level Heading

Tables

Use **three-line tables**. Font size: Table contents= Source notes=10 pt

- Line spacing: Single spacing

Table Rules

- Top and bottom borders: **1.5 pt**
- Middle border: **0.5 pt**
- Table width: Automatically adjust to the page width.

Typography

- Chinese uses full-width parentheses ()
- English uses half-width parentheses ()
- Font style should be consistent with the main text.

Sources

If a table is reproduced or adapted from another source, clearly indicate the source.

For complex integrated tables, additional horizontal lines may be added where necessary.

Example Table

Table 1. Summary of Definitions of Followership Theory

Representative Scholar (Year)	Definition
Meindl (1995)	Proposed a follower-centered theory arguing that leadership and its outcomes are socially constructed by followers.
Dixon & Westbrook (2003)	Followership behaviors can be demonstrated by individuals at any organizational level, although the extent varies according to position.
Bjugstad et al. (2006)	Followers should effectively follow instructions, support leaders' efforts, and maximize organizational effectiveness.

Source: Compiled by the authors.

Statistical Reporting

When presenting statistical results:

1. Report numerical values to **three decimal places**.
2. Separate thousands with commas (e.g., **10,000**).
 - Notes below tables and figures should be written as: Note 1, Note 2, etc.
3. Statistical symbols such as *p* values should be italicized.

In-text Citations

- **One author:** cite the author's full surname.
- **Two authors:** cite both surnames.
- **Three or more authors:** cite only the first author's surname followed by "**et al.**", regardless of whether it is the first or subsequent citation.

Reference List

Formatting requirements:

- Chinese references: Songti (SimSun)
- English references and numbers: Times New Roman
- Font size: 12 pt
- Line spacing: multiple 1.16
- Hanging indent: 2 characters

Arrangement:

- Alphabetical order.
- Chinese references appear first.
- English references follow.
- Chinese references use full-width punctuation.
- English references use half-width punctuation.

If a reference type is not covered by these guidelines, please refer to:

Publication Manual of the American Psychological Association (7th Edition).

Submission Requirements

Authors are required to submit: A signed Publication Commitment Form.

The manuscript will be published after successfully passing the peer-review process.