POLICIES, ADMINISTRATION AND MARKETS JOURNAL (PAMJ)

DETAILED ARTICLE TEMPLATE AND GUIDELINES FOR AUTHORS

I. TITLE AND AUTHOR INFORMATION

Article Title

- The title should be concise, informative, and accurately reflect the content of the paper.
- Use capital letters
- Avoid formulas and abbreviations unless necessary.

Example: DIGITAL GOVERNANCE AND POLICY INNOVATION IN PUBLIC ADMINISTRATION: A MULTILEVEL PERSPECTIVE

Author(s) and Affiliations

Provide full names, academic degrees, institutional affiliations, and email addresses. Separate multiple authors by commas and indicate the corresponding author with an asterisk (*) if applicable.

Example:

John D. Smith[1], Ph.D., Jane M. Doe[2], MSc, and Omar B. Lahlou[3], Ph.D.
[1]Faculty of Law and Political Sciences, University of Cape Town, South Africa
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[3]Faculty of Law, Economics and Social Sciences, Mohammed V University, Rabat, Morocco
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II. ABSTRACT & KEYWORDS

Abstract

The abstract must be **a single paragraph (150-250 words max)**, written in professional English and structured around the following elements:

- **Background, Research objective, and problem statement**
- **Methodology and tools used (qualitative, quantitative, mixed methods, etc.)**
- **Key findings and results**

- **Discussion**
- **Conclusion and implications (theoretical/practical)**

Example:

This paper explores the impact of digital governance on administrative efficiency in emerging economies. The research addresses the problem of outdated administrative systems that hinder transparency and citizen engagement. Using a mixed-methods approach combining interviews with policymakers and statistical analysis of service delivery data, the study identifies significant improvements in responsiveness and citizen satisfaction. Results indicate a 30% reduction in processing time for administrative services. The findings provide insights into how digital policy reforms can strengthen institutional capacity and foster public trust in government. Implications for policy design and implementation are discussed.

Keywords

List **4 to 6 keywords**, alphabetically ordered, separated by commas. Use the IEEE Thesaurus where possible.

Example:

Digital Transformation, E-Governance, Public Administration, Service Innovation, Transparency

III. INTRODUCTION

The introduction should:

- **Present the research context and relevance**
- **Clearly state the problem and research gap**
- **Formulate the objectives and research questions**
- **Explain the structure of the paper**

Example structure:

1. Context and background
2. Statement of the problem
3. Objectives of the study
4. Methodology adopted
5. Structure of the paper

Tip: Avoid overly general introductions. Be specific and grounded in recent literature.

IV. THEORETICAL FRAMEWORK & LITERATURE REVIEW
Purpose of the Section

This section should demonstrate your knowledge of the academic discourse surrounding your topic. It must:

- Synthesize **recent** and **relevant** scientific contributions.
- Define the **theoretical lens** or **conceptual framework** used in your analysis.
- Identify **research gaps** that your study addresses.
- Show how your work builds upon, diverges from, or fills voids in the literature.

Important: All cited references must be listed in the final bibliography, following the IEEE format. Sources should not be older than **five years**, unless they are seminal works. Use a **formal and analytical tone**. **The article's total length should not exceed 8000 words, including references and annexes.**

Structure of the Section

You may divide this section into two parts:

1. **Theoretical foundations**
2. **State of the art / empirical findings in the field**

Example Passage:

The concept of digital governance has evolved significantly over the past decade. According to [1], digital tools in the public sector have redefined citizen-government interactions, fostering transparency and accountability. Similarly, Bwalya et al. [2] suggest that e-governance initiatives are not merely technical upgrades but mechanisms for institutional reform.

However, while many studies highlight the benefits of digitization, few have examined its implications for policy coherence and administrative integration in African and MENA contexts [3]. This research aims to fill this gap by adopting a governance-as-network framework [4], which emphasizes interconnectivity, collaboration, and decentralization.

Citation Style (IEEE In-Text)

- Use square brackets for in-text citations, e.g., [1], [2], [3].
- If multiple sources are cited, list them together: [1], [3], [5].
- **Do not use** author-date styles like APA or Chicago.
- Example:

  This phenomenon has been widely discussed in governance literature [1], [4], [6].

Citing Foundational and Recent Works

- Foundational texts (older than 5 years) can be cited **if essential** to the theoretical approach.
- All other references should be **recent (last 5 years)**, peer-reviewed, and relevant to the specific domain of inquiry.
- Use international journals, preferably indexed in **Scopus or Web of Science.**

Use of Tables/Figures in Literature Review

If relevant, you can present comparative tables summarizing key theories or models:

Example Table Title (use IEEE Table format, title above the table):

TABLE I: COMPARISON OF DIGITAL GOVERNANCE MODELS

Author	Model Type	Key Features	Limitations
[1]	Centralized e-Gov	Efficiency, Top-down management	Limited flexibility
[2]	Decentralized Gov	Local adaptability	Coordination challenges
[3]	Network Governance	Collaborative, citizen-centric	Requires robust infrastructure

Style Reminders

- Use **formal connectors** (e.g., *however*, *furthermore*, *consequently*).
- Avoid vague formulations (*some authors say*, *it is believed that*).
- Ensure each paragraph makes a **clear argumentative point**, supported by citations.

IEEE-Formatted Reference Examples (To Be Repeated in Final Bibliography):

[1] M. Janssen, Y. Charalabidis, and A. Zuiderwijk, "Benefits, adoption barriers and myths of open data and open government," *Information Systems Management*, vol. 29, no. 4, pp. 258–268, Oct.–Dec. 2021.

[2] K. Bwalya and S. Mutula, *E-Government: Implementation, Adoption and Synthesis in Developing Countries*. Berlin, Germany: Springer, 2020.

[3] N. Bhatti and A. Akram, "Digital governance and administrative responsiveness in the MENA region," *Gov. Inf. Q.*, vol. 38, no. 2, pp. 175–190, May 2022.

[4] M. Considine, *Governance as Networks: The New Public Management*. London, UK: Palgrave, 2020.

V. METHODOLOGY

Purpose of the Section

This section must **explicitly describe how the research was conducted**, including:

- The **type of research design** (qualitative, quantitative, or mixed-methods),
- The **population/sample** studied,
- The **tools and instruments** used for data collection,
- The **analytical techniques** employed.

The goal is to ensure **replicability** and **transparency**. All decisions made at this stage must be justified. Use past studies for methodological grounding ([1], [2]).

Structure and Subsections

Divide your methodology into **clear subsections**:

1. **Research Design**
2. **Population and Sampling**
3. **Data Collection Techniques**
4. **Analytical Tools and Procedures**
5. **Ethical Considerations** *(if applicable)*

Example: Research Design

This research adopts a mixed-methods design [1], combining a survey-based quantitative analysis with qualitative expert interviews to provide a holistic understanding of digital transformation in local governance. The triangulation of data enhances the robustness of the findings and mitigates methodological bias [2].

Example: Population and Sampling

The target population consists of administrative staff and citizens interacting with municipal digital platforms in Rabat, Morocco. Using stratified random sampling, 250 respondents were selected across four administrative districts. In parallel, 10 semi-structured interviews were conducted with senior public managers.

Example: Data Collection

Quantitative data were gathered via a structured questionnaire administered online and in person over two months (March-April 2024). The questionnaire included 32 closed-ended items rated on a 5-point Likert scale, adapted from validated instruments in the literature [3]. Qualitative data were collected through in-depth interviews using a thematic guide.

Example: Analytical Tools

Descriptive and inferential statistics were performed using SPSS v.26. Techniques included correlation analysis, multiple linear regression, and ANOVA testing to assess relationships between variables. For qualitative analysis, transcripts were coded using NVivo software, following Braun and Clarke's thematic analysis procedure [4].

Ethical Considerations (optional but encouraged)

Participants were informed of the purpose and confidentiality of the study. Consent was obtained before data collection. This research complies with the ethical standards of the University Research Ethics Committee.

Style Tips

- **Do not generalize**. Be specific about each step.
- Use the **past tense** since the research was already conducted.
- **Avoid just listing tools**: explain why they were used and how.
- Reference similar studies that used the same or comparable methods.

IEEE-formatted Citations (to include in final bibliography)

[1] J. W. Creswell and V. L. Plano Clark, *Designing and Conducting Mixed Methods Research*, 3rd ed. Thousand Oaks, CA, USA: Sage, 2018.
[2] B. Johnson, "Advancing mixed methods research," *J. Mixed Methods Res.*, vol.

14, no. 3, pp. 230–245, Jul. 2021.

[3] L. Chen and M. Farazmand, "Evaluating administrative digitalization: A measurement model," *Int. Public Manage. J.*, vol. 24, no. 4, pp. 457–478, 2021.
[4] V. Braun and V. Clarke, "Using thematic analysis in psychology," *Qual. Res. Psychol.*, vol. 18, no. 2, pp. 243–257, Apr. 2021.

You may include **Table II: Survey Constructs and Indicators** or **Figure 1: Methodological Framework** if relevant, placed after their first mention in the text.

VI. RESULTS AND ANALYSIS
Purpose of the Section

This section aims to present the **core empirical findings** of the study in a **clear, objective, and structured manner**. The results should respond directly to the research questions and should be free from interpretation or discussion, which will follow in the next section.

Use the **past tense** consistently. Include **tables and figures** when necessary, and ensure they are numbered, titled, and cited in the text according to IEEE style (e.g., *Fig. 1*, *Table II*).

Structure and Guidelines

You may organize this section by:

- Thematic categories
- Hypotheses or research questions
- Variables or statistical models

Each result must be:

- Introduced clearly (what is being tested)
- Supported by a table or figure (if applicable)
- Described quantitatively or qualitatively

Example Introduction of the Section

This section presents the empirical results derived from both the survey and interviews. The analysis focuses on three dimensions of administrative transformation: digital service delivery, interdepartmental coordination, and user satisfaction.

Example of Quantitative Findings

Table II summarizes the descriptive statistics of key variables. The results indicate that 68% of respondents consider digital platforms to have improved their access to public services.

*A Pearson correlation test revealed a strong positive association between platform usability and citizen satisfaction ($r = 0.72$, $p < 0.01$). Moreover, the regression model showed that platform quality, digital literacy, and trust in government were significant predictors of satisfaction ($R^2 = 0.61$, $F(3, 246) = 25.4$, $p < 0.001$), as shown in Table III **(not shown here)**.*

TABLE II. REGRESSION RESULTS ON CITIZEN SATISFACTION

Predictor Variable	β Coefficient	t-value	Significance
Platform Quality	0.47	6.32	$p < 0.001$
Digital Literacy	0.29	4.75	$p < 0.001$

Predictor Variable	β Coefficient	t-value	Significance
Trust in Government	0.21	3.88	p < 0.01

Example of Qualitative Findings

Interview analysis revealed three dominant themes: accessibility, responsiveness, and lack of inter-service interoperability. One respondent noted: "Although the platform is user-friendly, coordination between departments remains weak" [Interviewee 4]. These themes are summarized in Figure 1.

FIG. 1. THEMATIC MAP OF INTERVIEW FINDINGS

(Include diagram if applicable. Use Arial or Times New Roman font, 8–10 pt. Label clearly.)

Visuals: Tables and Figures per IEEE Style

- **Table titles** go **above** the table.
- **Figure captions** go **below** the figure.
- Always cite them in the text, e.g., *As shown in Fig. 2...*
- Use **Arabic numerals** for both: Table I, Fig. 1, etc.
- Keep visuals simple, readable, and **grayscale-compatible**.

Writing Tips

- Avoid interpretations here- just report.
- Be concise: do not repeat every number in the text if already visible in the table.
- If needed, direct readers to full tables in the **Appendices** for brevity.

IEEE-Formatted References (used for citing analytical tools or previous benchmarks)

[1] J. Hair, W. Black, B. Babin, and R. Anderson, *Multivariate Data Analysis*, 8th ed. New York, NY, USA: Pearson, 2020.

[2] S. Field, *Discovering Statistics Using SPSS*, 5th ed. London, U.K.: Sage, 2021.

VII. DISCUSSION

Purpose of the Section

The discussion section is where you:

- **Interpret** the results,
- **Compare** them to previous findings in the literature,
- **Explain** any unexpected results,
- **Highlight** theoretical and practical implications,
- **Acknowledge** limitations, and
- **Propose directions** for future research.

Do not simply repeat results. This section should demonstrate your **critical thinking** and the **academic contribution** of your research.

Structure and Recommended Subsections

You may structure the discussion as follows:

1. **Overview of Key Findings**
2. **Comparison with Existing Literature**
3. **Theoretical Contributions**
4. **Managerial/Policy Implications**
5. **Limitations**
6. **Suggestions for Future Research**

Example: Overview of Key Findings

The results confirm that digital platform quality and user digital literacy significantly influence citizen satisfaction with e-governance services. Trust in government emerged as an additional, though secondary, factor. These findings align with the technological acceptance model extended to the public sector [1].

Example: Comparison with Literature

This study reinforces the argument made by Bhatti and Akram [2] that public trust is a critical mediating variable in digital engagement. However, unlike their findings, our data show that digital literacy outweighs trust in terms of predictive strength. This discrepancy may be attributed to contextual differences between the MENA region and Southeast Asia, as highlighted in comparative studies [3].

Example: Theoretical Contribution

From a theoretical standpoint, the study contributes to the governance-as-network framework [4] by demonstrating how digital tools operationalize interdependence and transparency across administrative levels. The observed relationships challenge the traditional top-down administrative model still prevalent in many emerging economies.

Example: Practical Implications

Policymakers should prioritize investments in user-centered design and digital literacy campaigns. Public institutions must also focus on building interoperable platforms to reduce redundancy and administrative fragmentation. The results suggest that institutional trust can be strengthened through transparent feedback mechanisms and prompt responses to user complaints.

Example: Limitations

The study is not without limitations. The sample is limited to urban populations with internet access, potentially excluding vulnerable groups. Moreover, while the mixed-methods design enhances robustness, cross-sectional data restricts causal inference.

Example: Suggestions for Future Research

Longitudinal studies are recommended to assess long-term behavioral changes induced by digital interventions. Future research could also examine how gender, age, and socio-economic status influence digital service adoption in different administrative environments.

Style Tips

- Use a **formal and analytical tone**.
- **Do not exaggerate** claims- be realistic and grounded in your data.
- Explicitly connect findings back to your **research questions or hypotheses**.
- Use logical connectors (e.g., *Furthermore*, *Nevertheless*, *this finding suggests that...*).

IEEE Reference Examples (used in discussion)

[1] F. Davis, "Perceived usefulness, perceived ease of use, and user acceptance of information technology," *MIS Quart.*, vol. 13, no. 3, pp. 319–340, Sept. 1989.

[2] N. Bhatti and A. Akram, "Digital governance and administrative responsiveness in the MENA region," *Gov. Inf. Q.*, vol. 38, no. 2, pp. 175–190, May 2022.

[3] R. Tapscott, *Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World*, 2nd ed. London, UK: Penguin, 2020.
[4] M. Considine, *Governance as Networks: The New Public Management*, London, UK: Palgrave, 2020.

VIII. CONCLUSION
Purpose of the Section

The conclusion is the final synthesis of the paper. It should:

- Restate the **main findings** concisely,
- Emphasize the **contribution** to research and/or practice,
- Outline **policy recommendations** or action points (if applicable),
- Suggest future avenues of **empirical or theoretical investigation**.

Do **not repeat the abstract verbatim**. The conclusion should stand alone, offering a succinct wrap-up that speaks to the value and originality of the research.

Structure of the Conclusion

A clear conclusion typically contains the following:

1. **Restatement of the Problem and Objective**
2. **Summary of Major Findings**
3. **Implications for Theory, Practice, or Policy**
4. **Final Thoughts or Future Research Directions**

Example Conclusion

This article explored the role of digital transformation in enhancing public sector responsiveness in a North African context. Drawing from a mixed-methods approach, the research identified platform usability, digital literacy, and trust in institutions as the key drivers of citizen satisfaction.

The findings contribute to the literature on e-governance by extending the governance-as-network framework to decentralized administrative systems.

Practically, the results underscore the importance of designing inclusive, citizen-centric digital platforms that reinforce transparency and trust.

While the study's focus on urban populations limits its generalizability, the insights gained offer valuable implications for both scholars and practitioners interested in public sector innovation. Future research should consider longitudinal models and comparative regional analysis to further explore these dynamics.

Style Tips

- Use **strong, definitive statements** to close the argument.
- Avoid introducing **new evidence or sources** in this section.
- End with **forward-looking remarks** or calls to action.

Reference Reminders

If you cite any work here (e.g., for supporting future research directions), include the reference in the final bibliography.

IX. APPENDICES *(if applicable)*

Purpose of Appendices

Appendices provide **supplementary material** that is **important for transparency** but not essential to the main body of the article. Typical content includes:

- Long tables or raw data
- Survey instruments or interview guides
- Additional regression outputs
- Technical derivations or formula proofs
- Extended case study narratives

Appendices should be **clearly labeled (Appendix A, Appendix B, etc.)** and referenced at least once in the main text.

Example Reference to Appendix in the Body:

A full list of survey items used in the questionnaire is provided in Appendix A.

Example of Appendix Formatting:

APPENDIX A – SURVEY QUESTIONNAIRE (EXCERPT)

Section	Item Example	Response Format
Platform Usability	"The website is easy to navigate."	5-point Likert scale
Service Responsiveness	"I received timely replies to my requests."	5-point Likert scale

Each appendix starts on a new line and can be titled with **bold uppercase** and a descriptive subtitle.

X. REFERENCES (IEEE FORMAT)
IEEE Citation Principles

1. Use **numerical citations** in **square brackets** throughout the text, e.g. [1], [2].
2. Number references **in the order of first appearance**.
3. Ensure **every in-text citation appears in the reference list**, and **vice versa**.
4. **Use recent references** (preferably within the last 5 years), unless citing foundational texts.
5. Do not use footnotes or automatic endnotes for references.

IEEE Bibliography Formatting Examples

Journal Articles:

[1] A. Khalid and M. Ahmed, "Digital governance and citizen satisfaction in emerging economies," *Gov. Inf. Q.*, vol. 39, no. 1, pp. 15–29, Mar. 2022.

Books:

[2] J. W. Creswell and V. L. Plano Clark, *Designing and Conducting Mixed Methods Research*, 3rd ed. Thousand Oaks, CA, USA: Sage, 2020.

Book Chapters:

[3] S. Latour, "Administrative complexity and reform," in *The Future of Public Administration*, R. Bakry, Ed. London, UK: Routledge, 2021, pp. 115–134.

Conference Papers:

[4] T. H. Liu and K. Morgan, "Smart cities and decentralization," in *Proc. 2023 Int. Conf. on Urban Governance*, Rabat, Morocco, pp. 55–60.

Online Documents:

[5] OECD. (2023, Apr.). *Digital Government Index 2022*. [Online]. Available: https://www.oecd.org/digital/digital-government-index.htm

Common Mistakes to Avoid

- **Alphabetizing references → IEEE requires** numerical order**.**
- **Mixing citation styles → Stick to IEEE only.**
- **Including sources not cited in the article → only include those that are referenced.**

Final Style Tip

In Microsoft Word, use the **"References"** style in your paragraph settings, or format the list manually with:

- Left alignment
- Hanging indent of 2.5 cm
- Single line spacing

A COMPLETE, HIGHLY STRUCTURED IEEE-BASED ARTICLE TEMPLATE FOR *POLICIES, ADMINISTRATION AND MARKETS JOURNAL (*PAMJ) SHOULD INCLUDE:

- Title & Author Info
- Abstract & Keywords
- Introduction
- Theoretical Framework
- Methodology
- Results
- Discussion
- Conclusion
- Appendices
- References

TITLE (Concise, informative, no abbreviations)

Author Full Name¹, Author Full Name², Author Full Name³
¹Affiliation, Institution, City, Country

²Affiliation, Institution, City, Country

Emails: name1@univ.com, name2@univ.com

ABSTRACT: *(150–250 words max)*

Include:

- **Background, Research objective, and problem**
- **Methodology/tools used**
- **Major results**
- **Discussion**
- **Conclusions and Implications (theoretical or practical)**
- *No citations, no equations, no figures.*

KEYWORDS : *(4–6 terms, alphabetically ordered)*

e.g., Digital Governance, Public Administration, Service Innovation, Transparency

I. INTRODUCTION

- Background and context

- Statement of the problem
- Objectives and significance
- Structure of the article

II. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

- Define concepts and theoretical lenses
- Summarize recent studies (≤5 years)
- Identify gaps
- Justify the originality of your approach

Cite using [1], [2], etc., and refer to IEEE formatting.

III. METHODOLOGY

- Research design (qualitative, quantitative, mixed)
- Population and sampling
- Data collection instruments
- Tools and software (e.g., SPSS, NVivo)
- Analytical methods (e.g., regression, thematic coding)
- Ethical considerations

IV. RESULTS

- Present findings **without interpretation**
- Use figures and tables with proper IEEE captions
- Report statistical significance, model results, and descriptive patterns
  Cite visuals in text: Fig. 1, Table I, etc.

V. DISCUSSION

- Interpret key findings
- Compare with literature
- Address unexpected outcomes
- Theoretical implications
- Practical or policy relevance
- Study limitations
- Future research avenues

VI. CONCLUSION

- Restate the problem and summarize key results

- Emphasize originality
- Practical recommendations
- Final remarks or broader perspectives

Avoid repetition of the abstract.

VII. APPENDICES *(Optional)*

- Survey questionnaire
- Technical formulas
- Large tables or maps

Label : **APPENDIX A**, **APPENDIX B**, etc.

VIII. REFERENCES *(IEEE format required)*

- Numbered [1], [2], … in order of first appearance
- Use recent sources (≤5 years), except for foundational works
- Style examples:
    - Journals: [1] A. Author, "Title," *Journal*, vol., no., pp., year.
    - Books: [2] A. Author, *Title*, ed., City: Publisher, year.

GENERAL NOTES:

- Max total word count: **8000 words (including references and annexes)**
- Language: **Clear, academic, and professional English**
- All figures/tables must be grayscale-compatible
- **Submit in .docx format through the PAMJ platform and email**