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|  | Faculty of Business Administration and Economics*Chair of Sustainable Human Resource* *Management and Leadership* |

**<Type of paper>**

**<Title of paper>**

submitted to:

**Prof. Dr. Philip Yang**

**Bachelor/Master thesis as part of the**

**(state your full degree) degree at Paderborn University**

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Abstract

Your thesis should include an abstract as it is common practice in published journals as well. The abstract should be about half a page long and briefly state your topic, hypotheses, methodology, results, and implications.

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# List of abbreviations (terms should not be named in the dictionary)

abbreviation written-out term

abbreviation written-out term

abbreviation written-out term

LMX Leadership-Member Exchange

SDG Sustainable Development Goals

SHRM Sustainable Human Resource Management

# Heading (e.g. Introduction and structure)

We use the American Psychological Association (APA) citation style at the chair of Sustainable Human Resources Management & Leadership. In the case of indirect quotations, the source is indicated at the end of the sentence or after the paraphrased content. As a matter of principle, citations should refer to the original text. Example 1: Text Text text text text text text text text text text text (Author, year). Example 2: Text text text text (Author1, year), text text text text text text (Author2, year). You only need to include the page number in the reference if you use direct citations. Indirect citations and paraphrases neither need a reference to a page nor do they need the prefix of “c.f.”. A guide on how to cite any source including webpages can be found on the APA Style website (APA Style, 2021).

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Please make sure that the references only contain sources that have been used in the text. For example, Sonnentag and Frese (2003) can now be used in the references. If this sentence was not in the text, Sonnentag and Frese (2003) should not be listed in the references.

## 2nd order heading

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### 3rd order heading

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# Heading (e.g. Theoretical background)

In this section, we explain to three options how to include a figure in your text. Essentially, the main difference between the options lies in how you label the source of the figure. The same labelling format applies to the inclusion of tables. We have provided some examples below. Please make sure to refer to the respective figure or table somewhere in the text

## Including figures created by you

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Figure 1: Exemplary model



**Source**: Created by author.

## Including adapted figures

If you want to include a figure that is based on a figure that already exists, please use the format below to refer to the source of the figure. The format of the source is “Adapted from <author(s)> <(year)>, <page>.

Figure 2: Example of adapted figure



**Source**: Created by author adapted from Dennerlein & Kirkman (2022).

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Figure 3: Theoretical model


Source: Dennerlein & Kirkman (2022), p. 2.

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## Including a table

Including a table follows a similar procedure as the inclusion of a figure. Please refer to the guidelines on how to cite a figure when citing a table. They apply for figures and tables alike.

Table 1: Exemplary table



**Source:** Liden et al. (2025), p. 8.

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# Affirmation of the independent preparation of the thesis

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This thesis has not been submitted or published either in whole or part, for a degree at this or any other university or institution.

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