

How to prepare your submission

Please note, rejected papers may not be resubmitted unless the action editor explicitly invites a resubmission in the decision letter.

1. Read our Aims and Scope, Mission statement, Guidance for contributors and Data requirements and instructions below.

2. ANONYMISE YOUR MANUSCRIPT (and any 'Response to decision letter' for the editor and reviewers).

The journal uses a double-blind review process whereby the reviewer is not aware of the identity of the author(s) and the author is not aware of the identity of the reviewers.

Please follow the instructions below very carefully to avoid revealing the identity of any of the author(s) to the reviewers:

- Do not put author name(s) anywhere on the manuscript.
- Do not include any acknowledgements as these might give clues to your identity (acknowledgements can be added to articles after acceptance).
- Do not refer directly to yourself or co-authors or to previous work by you or your co-authors within your article, as this could help to identify you. For example, if citing your previous work, please use the third person form: 'in their previous study (Brown et al., 2013)', 'Brown and colleagues (Brown et al., 2013) proposed'; do not use the first person form: 'in our previous study (Brown et al., 2013)', 'we (Brown et al., 2013) proposed'.

When citing your previous work:

- DO use the third person form: e.g. 'in their previous study (Brown et al., 2013)...', 'Brown and colleagues (Brown et al., 2013) proposed...'
- DO NOT use the first person form: e.g. 'in our previous study (Brown et al., 2013)...', 'we (Brown et al., 2013) proposed...'
- DO NOT use 'Author, 2006' or 'XXXX, 2009' or 'Reference withheld for peer review', etc., in the text or references list because this can help others to identify the author(s). Please use the third person form (e.g. Brown et al., 2013) instead and include the reference in the list as normal.
- If it is not possible to change the wording to avoid possible identification of an author, please omit the reference entirely from both the text and references list.
- If you would like to discuss how to anonymise your paper prior to submission, please email humanrelationsjournal@tavinstitute.org

3. ARTICLE ORIGINALITY AND COVER LETTER PREPARATION:

- One of our current goals is to continue—as well as highlight for readers—ongoing threads of conversation across works published in the journal. Toward that end, we ask that you review recent issues to ensure that you are connecting to any relevant works in ways that take the conversation forward. In your cover letter briefly describe what specific works you are connecting to
- Verify that your article has not been published by – nor is in press, under consideration or under review with – another journal or as a book or book chapter.

Confirm that your paper, or an earlier version of it, has not been published in an online form.
The exceptions to the bar on prior online publication are:

1. Publication on your institutional (university) repository.
 2. Publication in conference proceedings – please provide details and confirm that the abstract has been rewritten for submission to Human Relations in accordance with guidance under point #9 below.
- Human Relations uses iThenticate CrossCheck™ antiplagiarism software to check if manuscript content has already been published elsewhere.
 - PhD theses: If your submission is based on your PhD thesis which has been posted online, please take care to ensure that your submission is adequately different from your PhD, otherwise we reserve the right to consider online posting of your PhD to constitute prior publication of your submission.
 - If your article uses the same data set as another article(s), please supply a table showing areas of commonality and the distinctiveness of the present submission along with copies of the other articles. You should select 'Supplemental Files (not for review)' file designation.

For quantitative articles, specify each article and list the variables they have in common, commenting as necessary as to their centrality to the article.

For qualitative data, specify the themes or concepts in the different articles, with comments as needed.

- Human Relations does not require a declaration of conflicting interests in your cover letter but recommends that you review the good practice guidelines on conflicting interests on the SAGE Journal Author Gateway.

4. PERMISSIONS

- Authors are responsible for obtaining permission from copyright holders before submission.
- Where quotations exceed 400 words, the permission of the publisher (or copyright holder) must be obtained before submission and acknowledged in the manuscript.
- Figures and tables reproduced from already published work require permission from the original publisher (or copyright holder). It should be stated in the relevant figure or table notes that permission for reproduction has been granted, giving the reference and name of the copyright holder who has given the permission.

Release forms for images of identifiable people or workplaces:

- Images of identifiable people or workplaces require permission to publish the images online worldwide from those identified / study participants from that workplace, otherwise images should be pixelated to protect their identity.
- You may use the template release form to request permission.
- Permissions should be uploaded as supplementary files when you first submit the article. For more information, please see guidance for obtaining permission on the SAGE Journal Author Gateway.

5. PAGE FORMATTING

- Use Times New Roman 12 point font with 2.54 cm (one inch) margins all round throughout.
- Double-space all manuscript content, including the abstract, text, endnotes, references, etc., except for tables and figures.
- One page should only contain one figure or table
- All independent component of the manuscript, including the abstract, text, references, tables, and figures should begin on a new page.

6. LENGTH RESTRICTIONS

- Manuscripts must not exceed 13,000 words in total, **including** abstract, text, endnotes, references, appendices, but **excluding** tables and figures.
- Manuscripts that are formatted incorrectly and/or exceed the given word limit will be sent back to the authors for reformatting.

7. SUPPLEMENTARY MATERIALS FOR ONLINE-ONLY PUBLICATION

- Authors may submit additional information such as ethnographic context, appendices, additional text, analysis, references, tables or figures as supplementary material for online-only publication.
- Any supplementary material is intended to provide readers with useful but non-essential information, and as such the reviewers are not obliged to look at it. The manuscript should tell the full story on its own. Supplementary material should not be used merely to keep the manuscript within our word limits.
- Supplementary materials should be submitted directly to Human Relations and not through third-party sites. The MS should not contain links to external websites to ensure the peer review process remains anonymous
- *Supplementary Material intended for online-only publication should be uploaded as file designation 'Supplemental Files' and clearly cited in the main manuscript text.*

How to include supplementary material:

- Remember that accepted supplementary material will be posted online as received without being copy edited or proofread so please check content carefully to avoid formatting and textual errors
- In the manuscript file, indicate clearly any links to the online-only supplementary material and include the supplementary material file name
- Use clear headings at the top of the document to indicate that content is intended for online-only publication
- Upload this file after your manuscript file and any table and figure files
- Select 'Supplemental Files' (not 'Main Document') File Designation

8. FILE TYPES

- We can only use electronic files conforming to our guidelines.
- For text and table files we prefer Word docx, Word doc, RTF, Excel XLS.

- Equations should be submitted using Office Math ML and Math type.
- Please refer to guidelines on submitting artwork below.

Formatting figures, tables, photographs, artwork, and other graphics:

Quality: High quality electronic format print-ready illustrations, pictures and graphs are required. Illustrations, pictures, and graphs, should be supplied with the highest quality and in an electronic format that helps us to process your article in the best way possible. Included text should be large enough to be readable after reduction in size for publication.

Format: TIFF, JPEG, PDF: Common format for pictures (containing no text or graphs).

EPS: Preferred format for graphs and line art (retains quality when enlarging/zooming in).

MS Office files (Word, PowerPoint, Excel) are also accepted provided they meet certain conditions (see below).

Resolution: Rasterized based files (i.e. with .tiff or .jpeg extension) require a resolution of at least 300 dpi (dots per inch). Line art should be supplied with a minimum resolution of 800 dpi.

Fonts: The lettering used in the artwork should not vary too much in size and type (usually sans serif font as a default). The first word only in titles, headings, labels, etc., should have an initial capital.

Dimension: Check that the artwork supplied matches or exceeds the dimensions of the journal. Images cannot be scaled up after origination.

Colour: Please note that usable coloured images will be published in colour online and black and white in print (unless otherwise arranged). Therefore, it is important that you supply images that are comprehensible in black and white as well (i.e., by using colour with a distinctive pattern or dotted lines). The captions should reflect this by not using words indicating colour.

Editability: Figures and tables should not be embedded into the document as the journal needs to be able to access all elements for editing before publication.

Microsoft Office figures:

Microsoft Office is essentially a family of applications that can be used to produce a variety of document types including written documents, spreadsheets, presentations and databases. Although we prefer artwork files in TIFF, EPS or PDF format, we are also aware that a number of authors already (for convenience) submit their artwork in MS Office formats and therefore we will continue to support these submission types now and in the future.

Format:

- Resolution: Images should be supplied with a resolution of at least 300 dpi.
- Dimension: Once you have imported/inserted an image into a Microsoft Office application, do not change its size
- Fonts: Please use only 'truetype' fonts, i.e., Arial, Courier, Helvetica, Symbol, Times.
- Check for more information at <http://www.microsoft.com/office>.

9. TITLE, ABSTRACT AND KEYWORDS

Read How to help readers find your article and check that your title, abstract and keywords all help make your article more discoverable in online searches.

Title: Ensure the main key phrase for your topic is in your article title. Make sure your title is descriptive, unambiguous, accurate and reads well. Remember people search on key phrases not just single words (e.g. 'women's health' not 'health').

Abstract: Articles should contain an abstract of between 100–200 words, summarising succinctly and without jargon the main aims, findings and contribution of the article. Content should include the research topic and questions, participants, methods used, results, data analysis, conclusions, practical implications and suggested future research.

At Human Relations, we are moving toward making our abstracts more digestible for our readership that has expertise in a wide range of topics and methodologies. Since the abstract is the first thing that potential readers will read, we encourage you to make it as inviting and enticing as possible. We urge you to consider how you might pose a question, make a clear statement, or make a controversial claim, so that students, practitioners, the press, and academics outside of the research area know what the main contribution of your paper is. It will inevitably increase the chances that your paper is read by others in the future.

The better you write your abstract, the better the likelihood that your article will appear high up in the search results rankings. This is vitally important as researchers will rarely investigate beyond the first few results from Google.

Keywords: Include your main 3 or 4 key phrases and add in at least 3 or 4 additional key words. Where more than one phrase (or abbreviation) is often used to describe the same thing, include both/all variants, e.g. both human resource management and HRM.

10. SPELLING AND TERMINOLOGY

- British or US spelling is acceptable, but please be consistent throughout your manuscript.
- Spell out in full all terms at first mention, followed by the acronym in brackets.
- Please define any specialist terms.

11. HEADINGS

Human Relations uses three levels of heading:

- i. Bold lower case with initial capital
- ii. Italic lower case with initial capital
- iii. Italic lower case with initial capital. Used at the start of a paragraph, followed by several spaces and then regular text.

12. NUMBERS AND DATES

- In the text numbers below 10 should be written out as a word unless used in conjunction with units (e.g. three people, 4 kg).
- Full points (not commas) should be used for decimals.
- For numbers less than one, a zero should be inserted before the decimal point.
- Use spaces (not commas) within numbers (e.g. 10 000, 0.125 275).

- When referring to pagination and dates use the smallest number of numerals possible (e.g. 10–19, 42–5, 1961–75).
- Dates should be in the form 22 March 2015.

13. AVOID ITALICS AND QUOTE MARKS WHERE POSSIBLE

Avoid using italics and quote marks where possible for terms included in the text.

14. QUOTATIONS

- Quotations should be kept to a minimum.
- Where possible, keep quotations to 100 words or fewer.
- Indicate short quotations by single quotation marks [' '] and use double quotation marks [" "] to indicate quotes within quotes (i.e. quotes within text already within single quotation marks).
- Longer quotations should be indented from the left-hand margin.
- Where quotations exceed 400 words, the permission of the publisher (or copyright holder) must be obtained and acknowledged. Authors are responsible for obtaining permission from copyright holders before submission.

15. FIGURES, TABLES, ARTWORK AND OTHER GRAPHICS

General guidance for figures and tables

Illustrations, pictures and graphs, should be supplied with the highest quality and in an electronic format that helps us to publish your article in the best way possible. Please follow the guidelines below to enable us to prepare your artwork for the printed issue as well as the online version.

- Ensure that each table or figure is cited in the text (see below).
 - Each table or figure should have a short, descriptive title.
 - Table column headings should define clearly the data presented.
 - Only the first word of the title, headings and labels should be capitalised.
 - Place all notes and sources for tables or figures underneath.
 - Spell out any acronyms or abbreviations in full after a Notes: heading beneath the table or figure.
- Tables and figures should be single-spaced (all other manuscript content should be double-spaced).

Placement

Please insert tables and figures created in MS Word after the references.

Figures and other files created outside Word (i.e. Excel, PowerPoint, JPG, TIFF, EPS, and PDF) should be submitted as separate files.

Indicating the position of tables and figures

Please indicate the position of figures and tables in the text as follows:

INSERT TABLE 1 ABOUT HERE

16. NOTES

- Essential notes should be indicated by superscript numbers in the text.
- Notes should be presented at the end of the text, before the references, not as footnotes at the bottom of the page.

17. TEXT CITATIONS

General:

- Do not use *ibid.*, *op. cit.*, *infra.*, *supra.* Instead, show the subsequent citation of the same source in the same way as the first.
- Initials should be used without spaces or full points. Note the following for the style of text citations:
- If the author's name is in the text, follow with the year in parentheses: ...Author Last Name (year) has argued...
- If author's name is not in the text, insert last name, comma and year: ...one study (Author Last Name, year) has described...
- Where appropriate (for quotations, etc.), the page number follows the year, separated by a colon: ...it has been noted (Author Last Name, year: page numbers) that...
- Where there are two authors, give both names, joined by 'and'; if three or more authors, use the first author's last name and 'et al.': ...it has been stated (Author Last Name and Author Last Name, year) ... some investigators (Author Last Name et al., year)...
- If there is more than one reference to the same author and year, insert a, b, etc. in both the text and the reference list: ...it was described (Author Last Name, year a: page numbers–page numbers)...
- Enclose within a single pair of parentheses a series of references, separated by semicolons: ...and it has been noted (Author Last Name and Author Last Name, year; Author Last Name and Author Last Name, year; Author Last Name, year)...
- Please order alphabetically by author names.
- If two or more references by the same author are cited together, separate the dates with a comma:
- ...the author has stated this in several studies (Author Last Name, year, year, year, year)... Please start with the oldest publication. <
- Enclose within the parentheses any brief phrase associated with the reference: ...several investigators have claimed this (but see Author Last Name, year: page numbers–page numbers)
- For an institutional authorship, supply the minimum citation from the beginning of the complete reference: ...a recent statement (Name of Institution, year: page numbers). occupational data (Name of Bureau or Institution, year: page numbers) reveal...

- For authorless articles or studies, use the name of the magazine, journal, newspaper or sponsoring organization, and not the title of the article: ...it was stated (Name of Journal, year) that...
- Citations from personal communications are not included in the reference list: ...has been hypothesized (Name of Person Cited, year, personal communication).

18. REFERENCES LIST

All references cited in the text should be listed alphabetically and in full, after the text and any notes, using SAGE Harvard style:

General:

- Check that the list is in alphabetical order (treat Mc as Mac).
- Names should be in upper and lower case.

Where several references have the same author(s), do not use ditto marks or em dashes; the name must be repeated each time.

Last Names containing de, van, von, De, Van, Von, de la, etc. should be listed under D and V respectively. List them as: De Roux DP and not Roux DP de. When cited in the main text without the first name, use capitals for De, Van, Von, De la, etc. (Van Dijk, year).

- Names containing Jr or II should be listed as follows:
 - Author Last Name, Author First Name, Jr (year)
 - Author Last Name, Author First Name, II (year)
- References where the first-named author is the same should be listed as follows:

o Single-author references in date order;

o Two-author references in alphabetical order according to the second author's name;

in the event of more than one entry having the same date, entries should be placed in alphabetical order of second (or third) author, and a, b, etc. must be inserted.

Brown J (2014)

Brown AB and Yates P (2013)

Brown W (2011)

Brown W (2013a)

Brown W (2013b)

Brown W and Jones M (2010)

Brown W and Peters P (2011)

Brown W, Hughes J and Kent T (2011)

Brown W, Kent T and Lewis S (2010a)

Brown W, Kent T and Lewis S (2010b)

- Check that all periodical data are included – volume, issue and page numbers, publisher, place of publication, etc.

Note the following for the style of reference list citations:**Books:**

Author A (year) Book Title. Place: Publisher name.

Author A and Author B (year) Book Title. Place: Publisher name.

For example:

Day DV and Antonakis J (2012) The Nature of Leadership, 2nd edn. Thousand Oaks, CA: SAGE.

Chapter in a book:

Author A (year) Chapter title. In: Author A (ed.) Book Title. Place: Publisher, 00–00.

Author A (year) Chapter title. In: Author A, Author B (eds) Book Title. Place: Publisher, 00–00.

For example:

Johns G (2008) Absenteeism and presenteeism: Not at work or not working well. In: Cooper CL, Barling J (eds) The SAGE Handbook of Organizational Behavior. London: SAGE, 160–77.

– Note that page numbers for the chapter are included.

Editor(s) of a book:

Author A (ed.) (year) Book Title. Place: Publisher. Author A, Author B (eds) (year) Book Title. Place: Publisher.

For example:

Greenwood R, Oliver C, Sahlin K, Suddaby R (eds) (2008) The SAGE Handbook of Organizational Institutionalism. Thousand Oaks, CA: SAGE.

Journal articles:

Author A and Author B (year) Article title. Journal vol(iss): 0000.

Author A, Author B and Author C (year) Article title. Journal vol(iss): 00–00.

Author A, Author B, Author C and Author D (year) Article title. Journal vol(iss): 00– 00.

For example:

Romero E and Pescosolido A (2008) Humor and group effectiveness. Human Relations 61(3): 395– 418.

or

Townley B, Beech N and McKinlay A (2009) Managing in the creative industries: Managing the motley crew. Human Relations 62(7): 939–62. – Note that the journal title is given in full and is italicized and both the volume number and the issue number are included.

Journal articles published ahead of print:

Author A and Author B (year) Article title. Journal. Epub ahead of print [day] [month] [year].
DOI: [number].

Author A, Author B and Author C (year) Article title. Journal. Epub ahead of print [day] [month] [year]. DOI: [number]. Author A, Author B, Author C, Author D and Author E (year) Article title. Journal. Epub ahead of print [day] [month] [year]. DOI: [number].

For example: Jarzabkowski J, Bednarek R and Cabantous L (2014) Conducting global team-based ethnography: Methodological challenges and practical methods. Human Relations. Epub ahead of print 25 September 2014. DOI:10.1177/0018726714535449

Newspaper article

Author A (year) Article title. Newspaper, date, p. 00 For example: Clark JM, (2006) Referencing style for journals. The Independent, 21 May, p.10.

Paper presented at a symposium or annual meeting:

Author A and Author B (year) Article title. Paper presented at meeting name, location.

For example: Comet C and Lazega E, Selz M (2008). R&D partnerships as social exchange. Paper presented at the meeting of the International Network on Social Network Analysis, Tampa, FL.

Unpublished thesis:

Author A (year) Article title. Unpublished doctoral thesis, Affiliation, Place. For example: Price RA (2004) Checking out supermarket labour usage: The nature of labour usage and employment relations consequences in a food retail firm in Australia. Unpublished doctoral thesis, Griffith University , Queensland, Australia

Website:

Author A (year) Article Title. Available at: URL.

For example:

National Center for Professional Certification. (2002) Factors Affecting Organizational Climate and Retention.

Available at: www.cwla.org/programmes/triechmann/2002fbwfiles.

or

Boje DM (2002) Leadership in a Postmodern Age. (Notes). Available at:
http://cbae.nmsu.edu/~dboje/teaching/338/leadership_in_a_postmodern_age.htm.