

Buatlah matrik analisis journal dari 10 artikel journal (5 nasional dan 5 international).

No.	Peneliti	Judul Penelitian	Hasil	Persamaan	Perbedaan
1.	Dendi Purnama (2017)	Pengaruh Profitabilitas, <i>Leverage</i> , Ukuran Perusahaan, Kepemilikan Institusional, dan Kepemilikan Manajerial terhadap Manajemen Laba	Hasil penelitian menunjukkan bahwa profitabilitas berpengaruh positif terhadap manajemen laba, <i>leverage</i> tidak berpengaruh terhadap manajemen laba, ukuran perusahaan berpengaruh negatif terhadap manajemen laba, kepemilikan institusional tidak berpengaruh terhadap manajemen laba, dan kepemilikan manajerial berpengaruh negatif terhadap manajemen laba.	Penelitian ini sama – sama menggunakan manajemen laba sebagai variable Y atau variable dependen	Pada peneliti terdahulu membahas tentang profitabilitas, leverage, ukuran perusahaan, kepemilikan institusional, dan kepemilikan manajerial, sementara penelitian sekarang membahas tentang opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
2.	Jane Christiantie dan Yulius Jogi Christiawan (2013)	Analisis Pengaruh Mekanisme <i>Corporate Governance</i> dan Reputasi KAP terhadap Aktivitas Manajemen Laba	Hasil penelitian menunjukkan bahwa komisaris independen dan komite audit berpengaruh signifikan terhadap manajemen laba. Sementara kepemilikan institusional, kepemilikan manajemen, dan reputasi KAP tidak berpengaruh signifikan terhadap manajemen laba.	Penelitian sebelumnya dan penelitian sekarang, sama – sama meneliti tentang manajemen laba sebagai variabel dependen dan reputasi KAP sebagai variabel independen.	Pada penelitian sebelumnya meneliti <i>Corporate Governance</i> sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.

3.	Edgina Antonia (2008)	Analisis Pengaruh Reputasi Auditor, Proporsi Dewan Komisaris Independen, <i>Leverage</i> , Kepemilikan Manajerial dan Proporsi Komite Audit Independen terhadap Manajemen Laba (Studi pada Perusahaan Manufaktur di Bursa Efek Indonesia periode 2004 – 2006)	Hasil penelitian menunjukkan bahwa reputasi auditor berpengaruh signifikan terhadap manajemen laba, proporsi dewan komisaris independen tidak berpengaruh signifikan terhadap manajemen laba, leverage tidak berpengaruh signifikan terhadap manajemen laba, kepemilikan manajerial berpengaruh signifikan terhadap manajemen laba, proporsi komite audit independen berpengaruh signifikan terhadap manajemen laba.	Penelitian sebelumnya dan peneliti sekarang sama sama menggunakan manajemen laba sebagai variabel dependen.	Peneliti sebelumnya menggunakan reputasi auditor, proporsi dewan komisaris independen, <i>leverage</i> , kepemilikan manajerial, dan proporsi komite audit independen sebagai variabel independen. Sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
4.	Hendro Sasongko, Agung Fajar Ilmiyono, dan Heni Nelawati (2019)	Analisis Kualitas Auditor dan Manajemen Laba terhadap Opini Audit	Hasil penelitian menunjukkan bahwa kualitas auditor tidak berpengaruh terhadap opini audit dan manajemen laba berpengaruh signifikan terhadap opini audit	Peneliti sebelumnya dan peneliti sekarang sama – sama menggunakan manajemen laba dan opini audit sebagai variabel penelitian	Peneliti sebelumnya meletakkan manajemen laba sebagai variabel independen, sementara peneliti sekarang meletakkan manajemen laba sebagai variabel dependen.

5.	Ni Ketut Muliati (2011)	Pengaruh Asimetri Informasi dan Ukuran Perusahaan pada Praktik Manajemen Laba di Perusahaan Perbankan yang Terdaftar di Bursa Efek Indonesia	Hasil penelitian menunjukkan bahwa asimetri informasi dan ukuran perusahaan berpengaruh terhadap manajemen laba.	Peneliti sebelumnya dan peneliti sekarang sama – sama menggunakan manajemen laba sebagai variabel dependen.	Peneliti sebelumnya menggunakan asimetri informasi dan ukuran perusahaan sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
6.	M. Awais Gulzar, Zongjun Wang (2011)	Corporate Governance Characteristics and Earnings Management: Empirical Evidence from Chinese Listed Firms	Hasil penelitian menunjukkan bahwa tata kelola perusahaan berpengaruh positif signifikan terhadap manajemen laba	Peneliti sebelumnya dan sekarang sama - sama menggunakan manajemen laba sebagai variabel dependen	Peneliti sebelumnya menggunakan tata kelola perusahaan sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
7.	Kym Marcel Martins Ardison, Antonio Lopo Martinez, and Fernando Caio Galdi (2012)	The Effect of Leverage on Earnings Management in Brazil	Hasil penelitian menunjukkan bahwa rasio hutang tidak berpengaruh terhadap manajemen laba.	Peneliti sebelumnya dan sekarang sama - sama menggunakan manajemen laba sebagai variabel dependen	Peneliti sebelumnya menggunakan rasio hutang sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.

8.	Connie L. Becker, Mark L. Defond, James Jiambalvo, and K.R. Subramanyam (2010)	The Effect of Audit Quality on Earnings Management	Hasil penelitian menunjukkan bahwa kualitas audit berpengaruh terhadap manajemen laba	Peneliti sebelumnya dan sekarang sama - sama menggunakan manajemen laba sebagai variabel dependen	Peneliti sebelumnya menggunakan kualitas audit sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
9.	Ryan Davidson, Jenny Goodwin-Stewart, and Pamela Kent (2005)	Internal Governance Structures and Earnings Management	Hasil penelitian menunjukkan bahwa tata kelola internal perusahaan berpengaruh terhadap manajemen laba	Peneliti sebelumnya dan sekarang sama - sama menggunakan manajemen laba sebagai variabel dependen	Peneliti sebelumnya menggunakan tata kelola internal perusahaan sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.
10.	Richard Chung, Michael Firth, and Jeong Bon Kim (2002)	Institutional monitoring and Opportunistic Earnings Management	Hasil penelitian menunjukkan bahwa pengawasan kepemilikan saham institusional berpengaruh terhadap manajemen laba	Peneliti sebelumnya dan sekarang sama - sama menggunakan manajemen laba sebagai variabel dependen	Peneliti sebelumnya menggunakan pengawasan kepemilikan saham institusional sebagai variabel independen, sementara peneliti sekarang menggunakan opini auditor, pergantian auditor, laba rugi operasi perusahaan, dan reputasi kantor akuntan publik sebagai variabel X atau independen.



**ANALISIS PENGARUH BIAYA OPERASIONAL
PENINGKATAN PELAYANAN AKADEMIK
TERHADAP KINERJA KEUANGAN PADA
POLITEKNIK PARIWISATA PALEMBANG**

PROPOSAL TESIS

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BAB I

PENDAHULUAN

1.1. Latar Belakang

Kementerian Pendidikan dan Kebudayaan Republik Indonesia, dibawah kepemimpinan Menteri Nadiem Makarim, banyak terobosan yang dilakukan. Termasuk terobosan di level pendidikan tinggi. Salah satu terobosan yang dilakukan pada level perguruan tinggi adalah tata kelola perguruan tinggi yang salah satunya adalah terkait akreditasi universitas dan akreditasi program studi.

Terkait dengan tata kelola perguruan tinggi yang paling disoroti adalah terkait dengan ketersediaan sarana dan prasarana belajar yang dimiliki oleh universitas. Sarana prasarana atau Fasilitas pendidikan meliputi semua fasilitas yang diperlukan dalam proses belajar mengajar baik yang bergerak maupun yang tidak bergerak agar pencapaian tujuan pendidikan dapat berjalan lancar, teratur, efektif, dan efisien sehingga mahasiswa dapat mencapai prestasi belajar yang optimal. Dalam jurnal Ginting (2005) mengatakan bahwa "Sarana dan prasarana pendidikan harus direncanakan dan diusahakan secara baik agar senantiasa siap pakai dalam proses belajar mengajar". Kegiatan ini tercakup dalam bidang administrasi sarana dan prasarana pendidikan.

Sudah menjadi suatu tuntutan bahwa perguruan tinggi harus memiliki fasilitas belajar yang memadai dan dalam kondisi yang baik, hal ini bertujuan untuk menunjang jalannya proses belajar mengajar. Fasilitas yang baik dan bermutu akan meningkatkan mutu belajar dan pendidikan yang diperoleh para mahasiswa. Menurut Peraturan Pemerintah Nomor 19 tahun 2005 tentang Standar Nasional Pendidikan Bab VII Standar Sarana dan Prasarana pasal 42

menyatakan bahwa setiap satuan pendidikan wajib memiliki sarana yang meliputi perabot, peralatan pendidikan, media pendidikan, buku dan sumber belajar lainnya, bahan habis pakai, serta perlengkapan lain yang diperlukan untuk menunjang proses pembelajaran yang teratur dan berkelanjutan. Setiap satuan pendidikan wajib memiliki prasarana yang meliputi lahan, ruang kelas, ruang pimpinan satuan pendidikan, ruang pendidik, ruang tata usaha, ruang perpustakaan, ruang laboratorium, ruang bengkel kerja, ruang unit produksi, ruang kantin, instalasi daya dan jasa, tempat berolahraga, tempat beribadah, tempat bermain/tempat berkreasi dan ruang/tempat lain yang diperlukan untuk menunjang proses pembelajaran yang teratur dan berkelanjutan.

Fasilitas yang baik yang dimiliki oleh perguruan tinggi dalam rangka pelayanan yang terbaik bagi mahasiswa. Pelayanan yang baik merupakan cara perguruan tinggi untuk menggaet para calon mahasiswa untuk belajar di perguruan tinggi tersebut. Dalam rangka memberikan pelayanan yang terbaik pada mahasiswa banyak komponen pembiayaan yang harus disiapkan dan dikeluarkan oleh perguruan tinggi. Salah satu komponen pembiayaan yang harus dikeluarkan adalah biaya operasional. Biaya operasional yang dimaksud terkait dengan biaya variabel dan biaya semi-variabel.

Menurut Mansyur (2011) Biaya variabel ialah biaya yang jumlahnya berubah ubah secara proporsional dengan berubahnya volume produksi. Artinya jika terjadi peningkatan volume produksi maka biaya variabel akan mengalami peningkatan, begitu pula sebaliknya. Yang termasuk biaya variabel antara lain bahan baku langsung, tenaga kerja langsung, dan biaya listrik. Biaya semi-variabel, ialah biaya yang sebagian mempunyai sifat tetap yang besar kecilnya tidak dipengaruhi oleh aktivitas perusahaan dan sebagian lagi mempunyai sifat

variabel yang besar kecilnya dipengaruhi oleh perubahan perusahaan. Yang termasuk biaya semi-variabel antara lain insentif dan biaya pemeliharaan.

Demi menjaga stabilitas keuangan di Politeknik Pariwisata Palembang, maka perlu diadakan suatu penilaian kinerja keuangan, untuk dibandingkan dengan kinerja periode lalu. Setelah melakukan perbandingan, mencari permasalahan kemudian mencari solusinya. Selanjutnya dilakukan perencanaan tentang apa yang akan dilakukan sehingga kinerja keuangan akan terus membaik.

Penilaian kinerja keuangan sangat penting pada setiap perusahaan maupun instansi/lembaga baik swasta maupun pemerintahan. Dengan menganalisis laporan keuangan maka dapat diketahui posisi kinerja keuangan instansi tersebut berada pada keadaan yang baik, kurang baik atau tidak baik. Selain itu, dengan menganalisis laporan keuangan, pihak manajemen dapat mengambil tindakan dan kebijakan untuk menjaga posisi perusahaan/instansi agar tetap berada pada kondisi yang aman.

Berdasarkan latar belakang di atas penulis berminat untuk mengetahui dan meneliti "Analisis Pengaruh Biaya Operasional Peningkatan Pelayanan Akademik Terhadap Kinerja Keuangan Pada Politeknik Pariwisata Palembang".

1.2. Identifikasi Masalah

Berdasarkan pengamatan, wawancara dan pengalaman yang ada, dapat di identifikasikan sejumlah masalah keuangan yang terjadi di Politeknik Pariwisata Palembang. Permasalahan tersebut antara lain :

1. Adanya peningkatan belanja untuk biaya operasional untuk peningkatan pelayanan akademik pada setiap tahun anggaran sering kali mempengaruhi laporan keuangan.
2. Terjadi fluktuasi nilai return of asset (ROA) tiap tahun di Politeknik Pariwisata Palembang, yang salah satu penyebabnya adalah perbedaan biaya operasional setiap tahun anggaran yang membebani keuangan Lembaga Politeknik.

1.3. Perumusan Masalah

Berdasarkan uraian pada latar belakang dan identifikasi masalah tersebut di atas, maka perumusan masalah pada penelitian ini adalah apakah Biaya Operasional Peningkatan Pelayanan Akademik Berpengaruh Terhadap Kinerja Keuangan Pada Politeknik Pariwisata Palembang?.

1.4. Tujuan Penelitian

Tujuan yang ingin dicapai pada penelitian ini adalah untuk menganalisis pengaruh Biaya Operasional Peningkatan Pelayanan Akademik Terhadap Kinerja Keuangan Pada Politeknik Pariwisata Palembang.

1.5. Manfaat Penelitian

Penelitian ini mempunyai dua kegunaan sekaligus, yaitu:

1. Kegunaan teoritis, yaitu sebagai tambahan referensi untuk mengembangkan ilmu pengetahuan khususnya bidang manajemen keuangan.

2. Kegunaan praktis, yaitu memberikan informasi kepada pimpinan di Politeknik atau lembaga pendidikan lainnya akan pengaruh dari Biaya Operasional Peningkatan Pelayanan Akademik Terhadap Kinerja Keuangan.

1.6. Ruang Lingkup Penelitian

Lingkup yang akan dibahas dan diungkap dalam peneliti ini, yaitu ingin mengetahui bagaimana pengaruh Biaya Operasional Peningkatan Pelayanan Akademik Terhadap Kinerja Keuangan.

BAB II

TINJAUAN PUSTAKA

2.1. Biaya Operasional

2.1.1. Pengertian Biaya

Biaya adalah suatu kontra prestasi yang diberikan oleh perusahaan atas sesuatu yang telah diterimanya dari pihak lain atau jasa-jasa yang telah diterimanya dari pihak lain (Munandar, 2007:23). Biaya merupakan pengorbanan atau pengeluaran yang dilakukan oleh suatu perusahaan atau perorangan untuk memperoleh manfaat lebih dari aktifitas yang dilakukam tersebut. Biaya adalah semua pengorbanan yang perlu dilakukan untuk suatu proses produksi, yang dinyatakan dengan satuan uang menurut harga pasar yang berlaku, baik yang sudah terjadi maupun yang akan terjadi.

Biaya terbagi menjadi dua, yaitu biaya eksplisit dan biaya implisit. Biaya eksplisit adalah biaya yang terlihat secara fisik, misalnya berupa uang. Sementara itu, yang dimaksud dengan biaya implisit adalah biaya yang tidak terlihat secara langsung, misalnya biaya kesempatan dan penyusutan barang modal (Wikipedia, 2013). Biaya dalam arti luas adalah pengorbanan sumber ekonomi yang diukur dalam satuan uang yang telah terjadi atau kemungkinan akan terjadi untuk tujuan tertentu (Nurngaini, 2013).

2.1.2. Klasifikasi Biaya

Biaya muncul karena adanya suatu kegiatan yang terjadi dalam kegiatan operasional perusahaan. Banyak kegiatan terjadi dalam perusahaan sehingga

banyak klasifikasi biaya. Dipandang dari sudut hubungannya dengan usaha perusahaan, biaya dapat dibedakan menjadi dua sektor, yaitu:

a. Subsektor Biaya Utama

Subsektor biaya utama ialah biaya yang menjadi beban tanggungan perusahaan dan berhubungan erat dengan usaha utama atau usaha pokok perusahaan. Biaya utama dikelompokkan menjadi tiga berdasarkan tempat biaya tersebut terjadi, yaitu:

- 1) Biaya Produksi (*Production Cost*) : Biaya produksi (*production cost*) adalah semua biaya yang terdapat di dalam lingkungan atau ruang tempat kegiatan produksi. Biaya produksi dibedakan menjadi tiga komponen, yakni sebagai berikut:
 - a) Biaya bahan mentah (*raw materials*) : nilai dari semua bahan yang diolah dalam proses produksi.
 - b) Upah tenaga kerja langsung (*direct labour*), ialah upah yang dibayarkan kepada tenaga kerja yang ditugasi mengolah bahan mentah dalam proses produksi.
 - c) Biaya pabrik tidak langsung (*factory overhead*) ialah semua biaya yang terjadi dan terdapat di dalam lingkungan pabrik, tetapi tidak secara langsung berhubungan dengan proses kegiatan.
- 2) Biaya Administrasi (*Administration Expenses*) : Biaya administrasi (*administration expenses*) ialah semua biaya yang terdapat di dalam lingkungan dimana kegiatan administrasi dilakukan.
- 3) Biaya Pemasaran (*Marketing Expenses*) : Biaya pemasaran (*marketing expenses*) ialah semua biaya yang terdapat di dalam lingkungan dimana pemasaran dilakukan.

b. Subsektor Bukan Utama

Subsektor biaya bukan utama ialah biaya yang menjadi beban tanggungan perusahaan, yang tidak berhubungan erat dengan usaha utama atau usaha pokok perusahaan (Mansyur, 2011:15-16).

2.1.3. Pengertian Biaya Operasional

Biaya operasional adalah semua biaya yang dikeluarkan oleh perusahaan selama kegiatan operasi perusahaan dalam jangka waktu satu tahun periode akuntansi. Mulyadi mengemukakan pengertian biaya operasional sebagai biayabiaya yang terjadi untuk mengolah bahan baku menjadi produk jadi yang siap untuk dijual. Contohnya adalah biaya depresiasi mesin, equipmen, biaya bahan baku, biaya bahan penolong, biaya gaji karyawan yang bekerja dalam bagianbagian baik yang langsung maupun tidak langsung berhubungan dengan proses produksi (Anas, 2014).

Dalam Laman Ilmu ekonomi (2013) dinyatakan bahwa biaya operasional adalah keseluruhan biaya-biaya komersil yang dikeluarkan untuk menunjang atau mendukung kegiatan atau aktivitas perusahaan untuk mencapai sasaran yang telah ditentukan. Biaya operasional adalah biaya yang terjadi dalam hubungannya dengan proses kegiatan operasional perusahaan dalam usahanya mencapai tujuan perusahaan yang lebih maksimal.

Dalam Kamus Bisnis dan Bank (2014) dinyatakan bahwa biaya operasional adalah *operating expenses* yaitu biaya berupa pengeluaran uang untuk melaksanakan kegiatan pokok, yaitu berupa biaya penjualan dan administrasi untuk memperoleh pendapatan, tidak termasuk pengeluaran yang telah diperhitungkan dalam harga pokok penjualan dan penyusutan.

2.1.4. Jenis Biaya Operasional

Pada umumnya biaya operasional terbagi atas tiga, yaitu : biaya tetap, biaya variabel dan biaya semi variabel. Pertama biaya tetap, ialah biaya yang besar kecilnya tidak dipengaruhi oleh perubahan aktivitas perusahaan. Ini berarti terjadi peningkatan atau penurunan aktivitas perusahaan, maka biaya tetap tidak mengalami perubahan. Contoh biaya operasional tetap adalah gaji bulanan karyawan (Sasongko dan Parulian, 2010:86).

Sedangkan biaya variabel adalah biaya yang jumlahnya berubah-ubah secara proporsional dengan berubahnya volume produksi. Artinya jika terjadi peningkatan volume produksi maka biaya variabel akan mengalami peningkatan, begitu pula sebaliknya. Contoh biaya operasional variabel adalah komisi penjualan untuk wiraniaga (*salesperson*). Besar atau kecilnya komisi penjualan yang harus dibayar oleh perusahaan dipengaruhi oleh tinggi atau rendahnya tingkat penjualan perusahaan. Semakin tinggi tingkat penjualan perusahaan, maka semakin tinggi pula komisi penjualan yang harus dibayarkan oleh perusahaan kepada wiraniaganya (Sasongko dan Parulian, 2010:87).

Komponen biaya yang ketiga adalah biaya semi variabel. Biaya semi variabel adalah biaya yang sebagian mempunyai sifat tetap yang besar kecilnya tidak dipengaruhi oleh aktivitas perusahaan dan sebagian lagi mempunyai sifat variabel yang besar kecilnya dipengaruhi perubahan perusahaan (Mansyur, 2011:17). Contoh biaya operasional semi variabel antara lain insentif dan pemeliharaan.

Perencanaan keuangan akan menjadikan sebuah perusahaan berhati-hati dalam mengeluarkan biaya untuk kegiatan operasionalnya. Perencanaan keuangan adalah proses pengambilan keputusan dari sejumlah pilihan, untuk

mencapai suatu tujuan yang dikehendaki dengan manajemen keuangan (perencanaan, penganggaran, pemeriksaan, pengelolaan, serta pengendalian).

2.2. Laporan Keuangan dan Kinerja Keuangan

2.2.1. Pengertian Laporan Keuangan

Laporan keuangan merupakan suatu informasi yang menggambarkan kondisi suatu perusahaan, dimana selanjutnya itu akan menjadi suatu informasi yang menggambarkan tentang kinerja suatu perusahaan. Laporan keuangan merupakan informasi yang diharapkan mampu memberikan bantuan kepada pengguna untuk membuat keputusan ekonomi yang bersifat finansial (Fahmi, 2012:22).

Laporan keuangan merupakan alat yang sangat penting untuk memperoleh informasi sehubungan dengan posisi keuangan dan hasil-hasil yang telah dicapai oleh perusahaan yang bersangkutan (Munawir, 2002:56). Laporan keuangan merupakan laporan yang menunjukkan kondisi keuangan perusahaan pada saat ini atau dalam suatu periode tertentu (Kasmir, 2010:70). John Wild (2004:3) mengemukakan bahwa *“Financial statement analysis applies analytical tools and techniques to general purpose financial statements and related data to derives estimates and inferences useful business decision”*.

Berdasarkan dari beberapa pendapat di atas maka dapat disimpulkan bahwa laporan keuangan adalah suatu laporan yang menggambarkan keadaan keuangan perusahaan pada periode tertentu berdasarkan pada prinsip akuntansi.

2.2.2. Tujuan Laporan Keuangan

Tujuan laporan keuangan adalah untuk memberikan informasi kepada pihak yang membutuhkan tentang kondisi suatu perusahaan dari sudut angkaangka dalam satuan moneter. Tujuan laporan keuangan adalah menyediakan informasi yang menyangkut posisi keuangan suatu perusahaan yang bermanfaat bagi sejumlah besar pemakai dalam pengambilan keputusan ekonomi (Siegel, dkk, 2019:477).

Laporan keuangan ditujukan sebagai pertanggungjawaban manajemen atas sumberdaya yang dipercayakan kepada pemilik perusahaan atas kinerja yang telah dicapainya, serta merupakan laporan akuntansi utama yang mengomunikasikan informasi kepada pihak-pihak yang berkepentingan dalam membuat analisis ekonomi dan peramalan untuk masa yang akan datang (Fahmi, 2012:26-27).

Analisis laporan keuangan akan membuka kesalahan proses akuntansi seperti : kesalahan pencatatan, kesalahan pembukuan, kesalahan jumlah, kesalahan perkiraan, kesalahan posting, kesalahan jurnal. Kesalahan lain yang disengaja, misalnya tidak mencatat, pencatatan harga yang tidak wajar, menghilangkan data, *income smoothing*, dan lain sebagainya (Harahap, 2001:193).

Dari penjelasan di atas tentang tujuan laporan keuangan terlihat bahwa laporan keuangan akan memberikan informasi keuangan yang mencakup perubahan unsur-unsur laporan keuangan. Juga laporan keuangan akan memberikan informasi keuangan yang ditujukan kepada pihak-pihak lain yang berkepentingan dalam menilai kinerja keuangan terhadap perusahaan di samping pihak manajemen perusahaan.

Menurut Fahmi (2012:30) bahwa ada beberapa pihak yang dianggap memiliki kepentingan terhadap laporan keuangan suatu perusahaan, yaitu :

a. Kreditur

Kreditur adalah pihak yang memberikan pinjaman baik dalam bentuk uang, (*money*), barang (*goods*) maupun dalam bentuk jasa (*service*). Pada saat pihak debitur mengajukan permohonan untuk meminjam sejumlah dana kepada kreditur, maka sudah menjadi kewajiban bagi pihak kreditur untuk melakukan pengecekan terhadap laporan keuangan pihak debitur karena dengan melihat dan meneliti setiap laporan keuangan tersebut pihak kreditur akan dapat memberikan rekomendasi apakah usulan untuk pinjaman tersebut layak untuk direalisasikan dan jika layak beberapa angka yang harus direalisasikan. Bagi pihak kreditur ini menyangkut dengan kemampuan bagi pihak debitur untuk mampu mengembalikan pinjaman tersebut tepat pada waktunya.

b. Investor

Seorang investor berkewajiban untuk mengetahui secara dalam kondisi perusahaan dimana investor akan berinvestasi karena dengan memahami laporan keuangan perusahaan.

c. Akuntan Publik

Akuntan *public* adalah orang yang ditugaskan untuk melakukan audit pada sebuah perusahaan. Dan yang menjadi bahan audit seorang akuntan *public* adalah laporan keuangan perusahaan, untuk selanjutnya pada hasil audit akan melaporkan dan memberikan penilaian dalam bentuk rekomendasi. Bagi sebuah perusahaan yang akan *go public* tanggung jawab seorang auditor menjadi lebih berat karena dengan penilaiannya sebuah perusahaan bisa atau tidak dinyatakan laporan keuangannya memenuhi syarat untuk *go public*.

d. Karyawan Perusahaan

Karyawan merupakan orang yang terlibat secara penuh di suatu perusahaan. Secara ekonomi karyawan mempunyai ketergantungan yang besar yaitu pekerjaan dan penghasilan yang diterima dari perusahaan. Dengan begitu, posisi perusahaan yang tergambarkan dalam laporan keuangan menjadi bahan kajian bagi para karyawan memosisikan keputusan kedepan nantinya.

e. BAPEPAM

BAPEPAM adalah Badan Pengawas Pasar Modal. Bapepam bertugas untuk mengamati dan mengawasi setiap kondisi perusahaan yang *go public* termasuk berkewajiban untuk menerima dan mengeluarkan perusahaan yang dianggap sudah tidak layak lagi untuk *go public*.

f. Underwriter

Underwriter adalah penjamin emisi bagi setiap perusahaan yang akan menerbitkan sahamnya di pasar modal.

g. Pemasok

Pemasok (*supplier*) merupakan orang yang menerima order untuk memasok setiap kebutuhan perusahaan mulai dari hal-hal yang dianggap kecil sampai yang besar yang mana semua itu dihitung dengan skala finansial. Pelunasan atas barang yang dipasok bayaran atau pelunasannya dilakukan dalam kurun waktu tertentu, setiap per semester atau setiap akhir tahun. Hal ini yang menyebabkan *supplier* harus melakukan tindakan analisis yang mendalam dan penuh dengan kehati-hatian menyangkut dengan kondisi keuangan perusahaan.

h. Lembaga Penilai

Lembaga penilai disini berasal dari berbagai latar belakang seperti GCG

(*Good Corporate Governance*), WALHI (Wahana Lingkungan Hidup), majalah, televisi, tabloid, surat kabar, dan lainnya yang secara berkala membuat rangking perusahaan berdasarkan klasifikasi masing-masing.

i. Asosiasi Perdagangan

Asosiasi perdagangan ini seperti KADIN (Kamar Dagang dan Industri). Organisasi tersebut menaungi berbagai perusahaan yang menjadi anggotanya dan setiap waktunya diadakan berbagai hal yang menjadi hambatan dalam aktifitas bisnis yang dijalankan dan tidak terkecuali seperti terjadinya penurunan angka penjualan.

j. Pengadilan

Laporan keuangan yang dihasilkan dan disahkan oleh pihak perusahaan adalah dapat menjadi barang bukti pertanggungjawaban kinerja keuangan, dan pertanggungjawaban dalam bentuk laporan keuangan tersebut nantinya akan menjadi subjek pertanyaan dalam pengadilan.

k. Akademis dan Peneliti

Pihak akademis dan peneliti adalah mereka yang melakukan *research* terhadap sebuah perusahaan. Sehingga dengan begitu kebutuhan akan informasi sebuah laporan keuangan yang dapat dipercaya dan dipertanggungjawabkan adalah mutlak, apalagi jika nanti penelitian tersebut dipublikasikan ke berbagai jurnal dan media massa baik nasional dan internasional.

l. Pemda

Pemerintah Daerah atau *local government* adalah orang yang mempunyai hubungan kuat dengan kajian seperti akan lahirnya perda (peraturan daerah). Sudah menjadi kewajiban bagi pihak perusahaan untuk

menginformasikan secara akurat tentang keadaan perusahaan khususnya laporan keuangan kepada pihak pemerintah daerah. Dampak dari tidak baiknya kinerja perusahaan akan berpengaruh pada timbulnya dampak sosial.

m. Pemerintah Pusat

Pemerintah pusat adalah dengan segala perangkat yang dimilikinya telah menjadikan laporan keuangan perusahaan sebagai data fundamental acuan untuk melihat perkembangan pada berbagai sektor bisnis.

n. Pemerintah Asing

Pemerintah asing merupakan pihak yang mengamati perkembangan dan pertumbuhan ekonomi yang terjadi di suatu negara, dimana suatu negara memiliki keterkaitan dalam bentuk perjanjian dagang (*trade contract*).

o. Organisasi Internasional

Organisasi internasional akan memberikan dukungan baik financial ataupun non financial yang diberikan akan didasarkan pada laporan keuangan pihak atau perusahaan yang memerlukan.

2.2.3. Jenis Laporan Keuangan

Laporan keuangan yang dibuat oleh perusahaan terdiri dari beberapa jenis, tergantung maksud dan tujuan pembuatan laporan keuangan tersebut. Masing-masing laporan keuangan memiliki arti sendiri dalam melihat kondisi keuangan perusahaan, baik secara bagian, maupun secara keseluruhan. Secara umum, laporan keuangan terdiri atas neraca, laporan laba rugi, laporan perubahan ekuitas, dan laporan arus kas.

a. Neraca

Neraca (*balance sheet*) adalah Laporan yang menunjukkan posisi keuangan perusahaan pada tanggal tertentu (Kasmir, 2010:28). Neraca adalah ringkasan posisi keuangan perusahaan pada tanggal tertentu yang menunjukkan total aktiva dengan total kewajiban ditambah total ekuitas pemilik (Horne, dkk, 2010:193). Dalam neraca ada beberapa komponen yaitu aktiva, kewajiban atau yang sering disebut utang, dan komponen terakhir adalah ekuitas (modal).

b. Aktiva

Aktiva adalah Harta atau kekayaan yang dimiliki oleh perusahaan, baik pada saat tertentu maupun periode tertentu. Klasifikasi aktiva terdiri atas aktiva lancar, aktiva tetap, dan aktiva lainnya (Kasmir, 2010:39). Aktiva lancar adalah harta atau kekayaan yang segera dapat diuangkan (ditunai) pada saat dibutuhkan dan paling lama satu tahun. Aktiva tetap adalah harta atau kekayaan perusahaan yang digunakan dalam jangka panjang lebih dari satu tahun. Aktiva lainnya merupakan harta atau kekayaan yang tidak dapat digolongkan ke dalam aktiva lancar dan aktiva tetap, seperti bangunan dalam proses.

c. Kewajiban

Kewajiban (utang) menurut Keown adalah Sumber pembiayaan dari kredit oleh para penyalur atau suatu pinjaman dari bank (Keown, 2004:37). Kewajiban digolongkan menjadi kewajiban lancar dan kewajiban jangka panjang (Soemarso, 2004:230). Kewajiban lancar adalah kewajiban-kewajiban yang akan jatuh tempo dalam satu tahun atau dalam satu siklus kegiatan normal perusahaan. Kewajiban jangka panjang adalah kewajiban-kewajiban yang jatuh tempo lebih dari satu tahun.

d. Ekuitas

Modal (ekuitas) merupakan hak yang dimiliki perusahaan (Kasmir, 2010:44). Ekuitas merupakan investasi pemegang saham pada perusahaan dan laba kumulatif yang ditahan di dalam bisnis samapai tiba waktu neraca laba rugi dikeluarkan.

e. Laporan Laba Rugi

Ringkasan dari pendapatan dan biaya perusahaan selama periode waktu tertentu, diakhiri dengan laba bersih atau rugi bersih untuk periode tertentu (Horne, dkk, 2010:193). Informasi yang disajikan dalam laporan laba rugi meliputi (Mansyur, 2011:23), yaitu:

- 1) Jenis-jenis pendapatan yang diperoleh dalam satu periode.
- 2) Jumlah rupiah dari masing-masing jenis pendapatan .
- 3) Jumlah keseluruhan pendapatan.
- 4) Jenis-jenis biaya atau beban dalam satu periode.
- 5) Jumlah rupiah masing-masing biaya atau beban.
- 6) Jumlah keseluruhan biaya yang dikeluarkan.

Hasil usaha yang diperoleh dengan mengurangi jumlah pendapatan dan biaya selisihnya disebut laba atau rugi.

f. Laporan Perubahan Ekuitas

Laporan perubahan modal merupakan Laporan yang menggambarkan jumlah modal yang dimiliki perusahaan saat ini serta sebab-sebab berubahnya modal (Kasmir, 2010:59). Informasi yang diberikan dalam laporan perubahan modal meliputi (Mansyur, 2011:22), yaitu:

- 1) Jenis-jenis dan jumlah modal yang ada saat ini.
- 2) Jumlah rupiah tiap jenis modal.

- 3) Jumlah rupiah modal yang berubah.
- 4) Sebab-sebab berubahnya modal.
- 5) Jumlah rupiah modal sesudah perubahan.

g. Laporan Arus Kas

Laporan arus kas merupakan laporan yang menunjukkan arus kas masuk (pendapatan) dan arus kas keluar (biaya-biaya). Laporan arus kas mendeskripsikan tentang kas masuk dan kas keluar perusahaan pada periode tertentu.

2.2.4. Kinerja Keuangan

Kinerja keuangan adalah suatu analisis yang dilakukan untuk melihat sejauh mana suatu perusahaan telah melaksanakan dengan menggunakan aturanaturan pelaksanaan keuangan secara baik dan benar (Fahmi, 2012:2). Kinerja keuangan adalah prestasi kerja yang telah dicapai oleh perusahaan dalam suatu periode tertentu dan tertuang pada laporan keuangan perusahaan yang bersangkutan (Rahayu, 2010:15).

Kinerja keuangan ialah hasil kegiatan operasi perusahaan yang disajikan dalam bentuk angka-angka keuangan (Darsono, 2009:47). Menurut Fahmi (2012:3-4), ada 5 (lima) tahap dalam menganalisis kinerja keuangan secara umum, yaitu:

- a. Melakukan review terhadap data laporan keuangan. review disini dilakukan dengan tujuan agar laporan keuangan yang sudah dibuat tersebut sesuai dengan penerapan kaidah-kaidah yang berlaku umum dalam dunia akuntansi, sehingga dengan demikian hasil laporan keuangan tersebut dapat dipertanggungjawabkan.

- b. Melakukan perhitungan. Penerapan metode perhitungan disini adalah disesuaikan dengan kondisi dan permasalahan yang sedang dilakukan sehingga hasil dari perhitungan tersebut akan memberikan suatu kesimpulan yang sesuai dengan analisis yang diinginkan.
- c. Melakukan perbandingan terhadap hasil hitungan terhadap hasil yang telah diperoleh. Dari hasil hitungan yang telah diperoleh tersebut kemudian dilakukan perbandingan hasil hitungan dari berbagai perusahaan lainnya. Metode yang paling umum dipergunakan untuk melakukan perbandingan ini ada dua, yaitu : Pertama *Time series analysis*, yaitu membandingkan secara antarwaktu atau antar periode, dengan tujuan itu nantinya akan terlihat secara grafik. Kedua *Cross sectional approach*, yaitu melakukan perbandingan terhadap hasil hitungan rasio-rasio yang telah dilakukan antara satu perusahaan lainnya dalam ruang lingkup yang sejenis yang dilakukam secara bersamaan.
- d. Melakukan penafsiran (*interpretation*) terhadap berbagai permasalahan yang ditemukan.
- e. Mencari dan memberikan pemecahan masalah terhadap permasalahan yang ditemukan.

2.3. Hubungan Biaya Operasional dan Kinerja Keuangan

Tingginya biaya operasi akan membuat peningkatan laba turun, begitu juga jika nilai biaya operasi rendah peningkatan laba akan naik (Juki, 2008). Peningkatan laba merupakan salah satu tujuan berdirinya sebuah perusahaan. Untuk mendapatkan laba maka perusahaan akan menggunakan biaya secara optimal (Nasution dan Marlina, 2012).

Hubungan antara biaya operasional dan laba bersih dapat dilihat pada laporan laba rugi. Pada laporan laba rugi, terdapat ringkasan dari pendapatan dan biaya perusahaan selama periode waktu tertentu, diakhiri dengan laba bersih atau rugi bersih untuk periode tertentu (Horne, dkk, 2010:193). Laba bersih (*net income*) didapatkan selisih lebih semua pendapatan dan keuntungan terhadap semua biaya biaya kerugian (Soemarso, 2005:235). Laba bersih didalamnya terdapat selisih antara semua pendapatan dan biaya.

2.4. Penelitian Terdahulu

Beberapa penelitian pernah dilakukan yang terkait dengan variabel-variabel dalam penelitian ini. Penelitian terdahulu yang terkait dapat dilihat pada tabel berikut:

Tabel 2.1

Penelitian Terdahulu yang Terkait

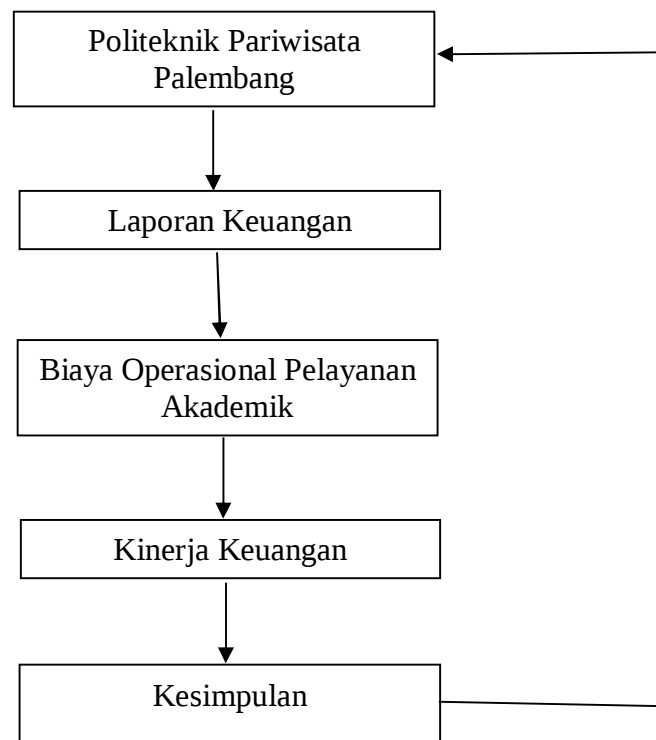
No	Judul	Peneliti, Tahun	Variabel Penelitian	Metode Penelitian	Hasil Penelitian
1	Analisis Rasio Untuk Menilai Kinerja Keuangan Daerah Kabupaten Kebumen Tahun 2009-2013	Puput Rizky Pramita, 2015	▪ Kinerja Keuangan Daerah, ▪ Rasio Efektivitas PAD ▪ Rasio Efisiensi Keuangan Daerah ▪ Rasio Keserasian ▪ Rasio Pertumbuhan ▪ Rasio Kemandirian Keuangan Daerah	penelitian ini merupakan penelitian deskripsi kuantitatif yaitu melakukan perhitungan-perhitungan terhadap data keuangan yang diperoleh untuk memecah	▪ Rasio Efektivitas PAD dapat dikategorikan Efektif, karena rata-rata efektivitasnya sebesar 104,46%. ▪ Rasio Efisiensi Keuangan Daerah tergolong Efisien karena rata-rata besarnya rasio ini

				kan masalah yang ada sesuai dengan tujuan penelitian.	sebesar 99,82%. ▪ Rasio Keserasian dapat dikatakan bahwa Pemerintah Kabupaten Kebumen mengalokasikan sebagian besar anggaran belanjanya untuk belanja operasi daerah yaitu rata-rata sebesar 80,97% dibandingkan dengan rata-rata belanja modal sebesar 16,68%. ▪ Rasio Pertumbuhan pendapatan, PAD, Belanja Operasi selalu mengalami kenaikan dari tahun ke tahun dan Pertumbuhan Belanja Modal fluktuatif. ▪ Rasio Kemandirian Keuangan Daerah
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					masih tergolong Rendah Sekali dan dalam kategori pola hubungan Instruktif karena rata-rata rasionya sebesar 7,80%.
2	Pengaruh Pengelolaan Dana, Promosi Dan Kualitas Pelayanan Terhadap Loyalitas Nasabah BMT Kube Sejahtera Surakarta	Suranto, 2017	▪ pengelolaan dana ▪ promosi ▪ kualitas layanan ▪ loyalitas	Metode penelitian yang digunakan dalam penelitian ini adalah metode penelitian kuantitatif dengan teknik analisis regresi	▪ ada pengaruh pengelolaan dana terhadap loyalitas ▪ ada pengaruh promosi terhadap loyalitas ▪ ada pengaruh kualitas pelayanan terhadap loyalitas ▪ ada pengaruh yang signifikan antara pengelolaan dana, promosi, dan kualitas layanan secara bersama-sama terhadap loyalitas nasabah di BMT Kube Sejahtera Surakarta.

2.5. Kerangka Berpikir

Kerangka berpikir dalam penelitian ini merupakan arah penelitian yang dilakukan oleh peneliti dan tergambar dalam skema sebagai berikut:



Gambar 2.1 : Kerangka Berpikir Penelitian

keuangan yaitu laporan laba rugi. Laporan laba rugi berpengaruh besar terhadap kinerja keuangan. Laporan laba rugi dibedakan beberapa jenis, diantaranya adalah biaya operasional. Hubungan biaya operasional terhadap kinerja keuangan yaitu besar kecilnya nilai dari kinerja keuangan (ROA) dipengaruhi oleh nilai dari biaya operasional. Semakin besar biaya operasional perusahaan maka semakin banyak nilai pengurang pada pendapatan yang mengakibatkan nilai laba bersih ikut menurun, begitu juga sebaliknya. Jika biaya operasional lebih sedikit dari pendapatan maka nilai ROA juga akan semakin

baik (Mansyur, 2011:61). Peneliti akan menganalisis pengaruh biaya operasional untuk pelayanan akademik terhadap kinerja keuangan pada Politeknik Pariwisata Palembang.

2.7. Hipotesis Penelitian

Pada penelitian ini hipotesis yang diajukan, yaitu diduga bahwa biaya operasional pelayanan akademik berpengaruh terhadap kinerja keuangan pada Politeknik Pariwisata Palembang.

BAB III

METODELOGI PENELITIAN

3.1. Jenis dan Lokasi Penelitian

3.1.1. Jenis Penelitian

Jenis penelitian yang digunakan dalam penelitian ini adalah analisis deskriptif kuantitatif. Penelitian ini menggunakan rancangan penelitian yang berbentuk studi pengaruh, yaitu untuk mengetahui pengaruh biaya operasional terhadap kinerja keuangan.

3.1.2. Lokasi Penelitian

Penelitian ini dilakukan di Politeknik Pariwisata Palembang, yang beralamat di Komplek Jakabaring Sport City, jalan Sapta Pesona Nomor 10 Kecamatan Silabrantu Kota Palembang.

3.2. Desain Penelitian

Desain dalam penelitian ini menggunakan pendekatan kuantitatif. Penelitian kuantitatif menganalisa angka-angka data penelitian. Penelitian kuantitatif adalah penelitian ilmiah yang sistematis terhadap bagian-bagian dan fenomena serta hubungan-hubungannya. Tujuan penelitian kuantitatif adalah mengembangkan dan menggunakan model-model matematis, teori-teori dan atau hipotesis yang berkaitan dengan fenomena alam. Proses pengukuran adalah bagian yang sentral dalam penelitian kuantitatif karena hal ini memberikan hubungan yang fundamental antara pengamatan empiris dan ekspresi matematis dari hubungan - hubungan kuantitatif (Johrudin, 2013).

3.3. Metode Pengumpulan Data

Dalam suatu penelitian, selain harus tepat dalam memilih metode penelitian, teknik pengumpulan data penelitian juga harus tepat. Teknik dan alat pengumpulan data penelitian harus relevan dengan data penelitian yang akan dianalisis. Penggunaan teknik dan alat pengumpulan data dapat memungkinkan diperolehnya data yang objektif. Teknik pengumpulan data yang dapat digunakan pada penelitian ini berupa teknik kepustakaan, teknik lapangan, observasi, dan dokumentasi.

a. Teknik Kepustakaan

Teknik kepustakaan (*library research*), yaitu pengumpulan data yang dilakukan dengan cara membaca berbagai buku literatur yang berhubungan dengan pembahasan tesis ini.

b. Teknik Lapangan

Teknik lapangan (*field research*), yaitu pengumpulan data yang dilakukan secara langsung pada lokasi penelitian (Usman, 2013:38).

c. Teknik Dokumentasi

Teknik dokumentasi adalah cara pengumpulan data yang menghasilkan catatan-catatan penting yang berhubungan dengan masalah yang diteliti, sehingga akan diperoleh data yang lengkap, sah, dan bukan berdasarkan perkiraan (Arikunto, 2010: 231). Teknik dokumentasi digunakan untuk mendapatkan data yang diperlukan dalam penelitian seperti catatan, arsip, rencana penggunaan anggaran, laporan keuangan bulanan dan tahunan.

3.4. Instrumen Penelitian

Instrumen penelitian yang digunakan pada penelitian ini adalah dokumentasi dan studi pustaka. Dokumentasi adalah mencari dan mengumpulkan data mengenai hal-hal yang berupa catatan, transkrip, buku, surat kabar, majalah, notulen, rapot, agenda dan sebagainya (Arikunto, 2010:158).

Studi kepustakaan merupakan langkah yang penting dimana setelah seorang peneliti menetapkan topik penelitian, langkah selanjutnya adalah melakukan kajian yang berkaitan dengan teori yang berkaitan dengan topik penelitian. Dalam pencarian teori, peneliti akan mengumpulkan informasi sebanyak-banyaknya dari kepustakaan yang berhubungan. Sumber-sumber kepustakaan dapat diperoleh dari: buku, jurnal, majalah, hasil-hasil penelitian (tesis dan disertasi), dan sumber-sumber lainnya yang sesuai (internet, koran dan lain-lain).

3.5. Teknik Pengolahan dan Analisis Data

Data pada penelitian ini akan diolah dengan menggunakan *software* SPSS, kemudian dianalisis dengan :

a. Analisis Keuangan

Analisis keuangan yang digunakan dalam penelitian ini yaitu analisis rasio profitabilitas dan analisis profitabilitas yang digunakan adalah *Return on Asset* (ROA). ROA merupakan rasio yang menunjukkan hasil (*return*) atas jumlah aktiva yang digunakan dalam perusahaan (Mansyur, 2011:37). Rumus untuk mencari pengembalian atas asset (ROA) sebagai berikut:

$$ROA = \frac{\text{Laba setelah bunga dan pajak}}{\text{Total Aktiva}}$$

Pengembalian atas total aktiva merupakan ukuran efisiensi operasi yang relevan. Semakin besar ROA menunjukkan kinerja perusahaan semakin baik. Standar ROA yang baik adalah di atas 2%.

b. Analisis Regresi Sederhana

Analisis regresi sederhana digunakan untuk menguji hubungan pengaruh satu variabel bebas terhadap variabel terikat, dengan rumus:

$$Y = \alpha + \beta X$$

Keterangan:

Y = Kinerja Keuangan

X = Biaya Operasional

β = Koefisien Regresi

α = Konstanta

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TUGAS 2

Lima Jurnal Nasional dan Lima Jurnal Internasional

No	Penulis, Tahun	Judul	Variabel	Metode Analisis	Hasil Penelitian
1	Lastanti dan Salim, (2018)	Pengaruh Pengungkapan n CSR, GCG dan Kinerja Keuangan Terhadap Nilai Perusahaan	- CSR - GCG -Kinerja Keuangan -Nilai Perusahaan	Kuantitati f	(1)Variabel pengungkapan CSR, GCG dan kinerja keuangan berpengaruh positif dan signifikan terhadap nilai perusahaan. (2)Variabel GCG dengan proksi kepemilikan manajerial secara parsial berpengaruh positif signifikan terhadap nilai

					perusahaan (3)Pengungkapan CSR, GCG dengan proksi kepemilikan institusional, dewan komisaris independen, ukuran dewan direksi, komite audit dan kinerja keuangan sebagian tidak berpengaruh signifikan terhadap nilai perusahaan
2	Siregar dan Pambudi, (2019)	Pengaruh Kepemilikan Manajerial, Kepemilikan Institusional Dan ROE Terhadap	- Kepemilikan Manajerial - Kepemilikan Institusional	Kuantitatif	(1)Secara parsial variabel kepemilikan manajerial tidak berpengaruh terhadap nilai perusahaan.

		Nilai Perusahaan Manufaktur Sektor Tekstil Dan Garment Yang Terdaftar Di BEI periode 2010-2014	-ROE -Nilai Perusahaan		(2)Variabel kepemilikan Institusional berpengaruh negatif signifikan terhadap nilai perusahaan. (3)Variabel ROE berpengaruh positif signifikan terhadap nilai perusahaan.
3	Siallagan dan Machfoedz, (2006)	Mekanisme Corporate Governance Kualitas Laba Dan Nilai Perusahaan	-Corporate Governance -Kualitas laba -Nilai perusahaan -AkruaI diskresioner	Kuantitatif	(1) Mekanisme corporate governance mempengaruhi kualitas laba, -Dewan komisaris berpengaruh negatif terhadap kualitas laba. -Komite audit

					berpengaruh positif terhadap kualitas laba. (2) Kualitas laba positif mempengaruhi nilai perusahaan. (3) Mekanisme CG mempengaruhi nilai perusahaan. (4) Kualitas laba bukan merupakan variabel mediasi pada hubungan antara mekanisme CG dan nilai perusahaan.
4	Kawatu, (2009)	Mekanisme CG Terhadap Nilai Perusahaan	-CG -Nilai perusahaan	Kuantitatif	(1) Mekanisme CG mempengaruhi kualitas laba ini

		Dengan Kualitas Laba Sebagai Variabel Intervening	-Kualitas laba -Akrual diskresioner		terdiri dari : -Kepemilikan manajerial positif dipengaruhi kualitas laba -Dewan komisaris mempengaruhi kualitas laba secara negatif. -Komite audit secara positif berpengaruh terhadap kualitas laba (2) Kualitas laba secara positif mempengaruhi nilai perusahaan (3) Mekanisme CG mempengaruhi
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					nilai perusahaan. (4) Kualitas laba bukan merupakan variabel permediasi (intervening variable) pada hubungan antara mekanisme CG dan nilai perusahaan
5	Dewi dan Wirajaya, (2013)	Pengaruh Struktur Modal, Profitabilitas Dan Ukuran Perusahaan Pada Nilai Perusahaan	-Struktur modal - Profitabilitas -Ukuran perusahaan -Nilai perusahaan	Kuantitati f	(1) Struktur modal berpengaruh negatif dan signifikan pada nilai perusahaan (2) Profitabilitas berpengaruh positif dan signifikan pada nilai perusahaan.

6	Lin dkk, (2006)	Pengaruh Kinerja Komite Audit Pada Kualitas Laba	-Komite audit -Tata kelola perusahaan -Laba	Kuantitati f	Kinerja komite audit berpengaruh negatif pada kualitas laba.
7	Fan dan Wong (2001)	Apakah Auditor Eksternal Melakukan Peran Tata Kelola Perusahaan Di Pasar Negara Berkembang ?	-Tata kelola perusahaan -Auditor - Kepemilikan konsentrasi	Kuantitati f	Lima auditor besar di negara berkembang sangat memiliki peran tata kelola perusahaan.
8	Klai , (2011)	Tata Kelola Perusahaan dan Kualitas Pelaporan	-Tata kelola perusahaan -Dewan direksi - Kepemilikan perusahaan -Kualitas informasi	Kuantitati f	Mekanisme tata kelola perusahaan berpengaruh pada kualitas pelaporan keuangan.

			keuangan		
9	Abor, (2005)	Pengaruh Struktur Modal Terhadap Profitabilitas : Secara Analisis Empiris Perusahaan Yang Terdaftar di Ghana	-Struktur modal - Profitabilitas	Kuantitati f	(1) Terdapat hubungan positif yang signifikan antara rasio hutang jangka pendek terhadap total aset dan ROE (2) Terdapat hubungan negatif antara rasio hutang jangka panjang terhadap total aset dan ROE (3) Terdapat hubungan antara total hutang dan tingkat pengembalian, hasilnya menunjukkan hubungan positif

					yang signifikan antara rasio total hutang terhadap total aset dan laba atas ekuitas
10	Nazir & Afza, (2009)	Dampak Kebijakan Manajemen Modal Kerja Yang Agresif Terhadap Profitabilitas Perusahaan	-Kebijakan Manajemen Modal Kerja - Profitabilitas	Kuantitatif	(1) Dampaknya manajer dapat menciptakan nilai jika mereka mengadopsi pendekatan konservatif terhadap investasi modal kerja dan kebijakan pembiayaan modal kerja (2) Investor dapat memberikan bobot pada saham perusahaan-

					perusahaan yang mengadopsi pendekatan agresif untuk mengelola kewajiban jangka pendek.
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Carilan 2 buah journal yang saling terkait. lakukan analisis terhadap persamaan dan perbedaaan dari kedua artikel tersebut!

No	Judul Penelitian	Hasil Penelitian	Persamaan	Perbedaan
1.	Akuntabilitas Dan Pengukuran Kinerja Pemerintahan - Arja Sadjiarto	1) Menetapkan sasaran dan tujuan program tertentu 2) Merencanakan program kegiatan untuk mencapai sasaran dan tujuan tersebut 3) Mengalokasi sumber daya untuk pelaksanaan program 4) Memonitor dan mengevaluasi results untuk menentukan apakah ada kemajuan yang diperoleh dalam mencapai sasaran dan tujuan tersebut 5) Memodifikasi perencanaan program untuk meningkatkan kinerja	pengawasan kualitas laporan keuangan berpengaruh terhadap akuntabilitas kinerja pemerintahan	Pengukuran kinerja dikelompokkan dalam tiga kategori indikator, yaitu 1) Indikator pengukuran service efforts, 2) Indikator pengukuran service accomplishment, dan 3) Indikator yang menghubungkan antara efforts dengan accomplishment.
2.	Akuntabilitas Kinerja Instansi Pemerintah – Darwanis dan Sephi Chairunnisa	1) Penerapan akuntansi keuangan daerah, pengawasan kualitas laporan keuangan, dan kejelasan sasaran anggaran secara simultan berpengaruh terhadap akuntabilitas kinerja instansi pemerintahan Aceh. 2) Penerapan akuntansi keuangan daerah berpengaruh secara terhadap akuntabilitas kinerja instansi pemerintahan Aceh. 3) Pengawasan kualitas laporan keuangan	pengawasan kualitas laporan keuangan berpengaruh terhadap akuntabilitas kinerja pemerintahan	Analisis Regresi Linear Berganda 1) Uji Validitas 2) Uji Reliabilitas

		berpengaruh secara terhadap akuntabilitas kinerja instansi pemerintah Aceh. 4) Kejelasan sasaran anggaran tidak berpengaruh terhadap akuntabilitas kinerja instansi pemerintah Aceh.		
3.	Akuntabilitas Pemerintah Desa Dalam Pengelolaan Anggaran Pendapatan Dan Belanja Desa (APBDes) (Studi pada Alokasi Dana Desa Tahun Anggaran 2011 di Desa Sareng Kecamatan Geger Kabupaten Madiun) - Fanida Astuty	Hasil Penelitian menunjukkan bahwa pengeloaan ADD di desa Sareng Kecamatan Geger meliputi tahap perencanaan, pelaksanaan dan pengawasan dengan dasar pelaksanaan Peraturan Bupati Nomor 8 Tahun 2011	Persamaan dengan penelitian ini terdapat pada variabel penelitian yaitu tentang Akuntabilitas Pemerintah Desa Dalam Pengelolaan Anggaran Pendapatan Dan Belanja Desa (APBDes)	Perbedaannya terdapat pada objek penelitian dan alat analisis yang digunakan.
4.	Akuntabilitas Pengelolaan Alokasi Dana Desa (ADD) Di Kecamatan Dolo Selatan Kabupaten Sigi - Irma	Hasil Penelitian menunjukkan bahwa pengelolaan ADD di Kecamatan Dolo Selatan Kabupaten Sigi dengan tahapan perencanaan, pelaksanaan dan pertanggungjawaban dengan dasar pedoman pelaksanaan Peraturan Bupati Sigi Nomor 4 Tahun 2012 Tentang Pedoman Pengelolaan Keuangan Desa.	Persamaan dengan penelitian ini terdapat pada variabel penelitian dan metode penelitian yang dipakai	Perbedaannya terdapat pada objek penelitian dan alat analisis yang digunakan.
5.	Akuntabilitas dan Transparansi Pengelolaan Alokasi	Hasil penelitiannya yaitu penelitian berdasarkan permendagri no. 113 tahun 2014 menunjukkan bahwa secara garis besar	Persamaan dengan penelitian ini adalah terdapat pada variabel	Perbedaannya terdapat pada objek penelitian, peneliti tidak meneliti aspek transparansi

	Dana Desa (Studi pada Desa Sumberejo dan Desa Kandungdi Kecamatan Winongan Kabupaten Pasuruhan) - Widiyanti	pengelolaan alokasi dana desa di Desa Sumberejo di Kecamatan Winongan Kabupaten Pasuruhan sudah akuntabel dan transparan pada tahapan penatausahaan, pelaporan dan pertanggungjawabannya. Di dukung pula dengan masyarakat yang turut aktif dalam melakukan pembangunan desa. Sedangkan untuk Desa Kandung menunjukkan hasil yang tidak akuntabel dan transparan. Bukan hanya tidak transparan terhadap masyarakat namun juga untuk pihak internalnya sendiri	penelitiannya yaitu tentang akuntabilitas pengelolaan keuangan yang berdasarkan permendagri no. 113 tahun 2014	
6.	The Effects Of Accountability And Transparency In Financial Management Of Nigerian Local Government (A Case Study Of Bende Local Government) - Adiogu Chinyere Joy	The following findings were made from the hypotheses tested. 1) Local government council has adopted accountability and transparency as a good check with the helpnof due process in financial and non-financial activities which is capable of producing desired result 2) The inhabitants within the local government council have benefited from the proceed of accountability and transparency in improvement of social amenities. 3) The process of accountability and transparency has affected the official and non official financial behaviourial attitudes of council staff in Nigeria.	Supervision of financial quality regulates the accountability of government performance	1) Accountability and Transparency has not put to check the circumvention of due process in financial and non-financial activities of the local government council in Nigeria. 2) Accountability and Transparency has put to check the circumvention of due process in financial and non financial activities of local government councils in Nigeria. 3) The inhabitants of local government council has not benefited from the proceed of accountability and

				transparency in improvement of social amenities. 4) The inhabitants of local government council has benefited from the proceed of accountability and transparency in improvement of social amenities. 5) The process of accountability and transparency has not affected the official and non-official financial behavioral attitudes of council attitudes of staff in Nigeria. 6) The process of accountability and transparency has affected the official and non-official financial behavioral attitudes of council staff in Nigeria.
7.	Budget Transparency, Fiscal Performance, and Political Turnout: An International Approach - Bernardino	The first attempts to assess the structure of relationships among countries' budget transparency, fiscal situation, and political turnout in a comparative international approach. We fi nd a positive and signi fi	Supervision of financial quality regulates the accountability	1) an exploratory study on the relationships between transparency, fiscal performance, and political turnout, and

	Benito and Francisco Bastida	cant relationship with transparency, as the majority of the literature defends. Transparent budgets enhance politicians' commitment to be responsible scally. Lack of transparency and voter confusion can interfere in a negative way with effective budget control, particularly when substantial fi scal ad-justments are needed.		2) a cluster analysis in order to yield groups of homogeneous countries revealing patterns in the sample.
8.	The Effect of Isomorphism Pressure and Accessibility of Financial Statements toward Stakeholder Trust with Financial Management Transparency as Mediation Variables (Study on Regional Government of the District/City in West Nusa Tenggara Province) - Amir uddin & Itda Kabupaten Sumbawa Barata	The results showed that isomorphism institutional pressure had a positive and significant effect on stakeholder trust. This means that the increasing emphasis on the application of institutional isomorphism mechanisms will have an effect on increasing stakeholder trust. While the accessibility of financial statements has a positive and significant effect on stakeholder trust. This means that access to information on financial statements has the potential to have a positive influence on increasing stakeholder trust. This study proves that financial management transparency mediates partially the relationship between isomorphism institutional pressure and stakeholder trust. This means that the application of institutional isomorphism mechanisms along with the implementation of financial management transparency will have an impact on the increasing stakeholder trust. This study also proves that	The Effect of Financial Statements on Stakeholders' Trust	Isomorphism Institutional Pressure has a positive and significant effect toward Stakeholders Trust. Accessibility of regional financial Statements has a positive and significant effect to ward stakeholder trust. Transparency of regional financial management mediates the effect of isomorphism institutional pressure with stakeholder trust. Transparency of financial management mediating the effect accessibility of financial statements with stakeholder trust

		financial management transparency fully mediates the relationship between financial statement accessibility and stakeholder trust. This means that the better access to financial statements along with the implementation of financial management transparency will have an impact on the increasing stakeholder trust		
9.	Village Government Accountability in Management of Village Fund Allocation (ADD) (Study at Ketindan Village Office, Lawang District, Malang District) - Fajri, S, Siswidi y	The government in financial management needs to apply the principle of good governance, namely accountability, especially in the management of the Village Fund Allocation (ADD). ADD government assistance to villages to improve the welfare of village communities. In managing the ADD it is necessary to have government officials who have the ability and responsibility in managing the funds. Management of ADD in Ketindan Village is based on Malang Regent Regulation No. 13 of 2012. Descriptive research method with a qualitative approach.	The equation with this research is found in the research variables about financial management accountability	The difference is in the object of research and analysis tools used. As well as the rules used
10.	Budget Institutions and Fiscal Responsibility Parliaments and the Political Economy of the Budget Process in Latin America - Carlos Santiso	1) The strength of the legislative budget institutions is a continuous variable, not a dichotomous one. 2) One ought to differentiate the contributions of legislatures in the different phases of the budget.	Supervision of financial quality regulates the accountability	Institutions and Fiscal Responsibility Parliaments and the Political Economy of the Budget Process in Latin America

Nama	Judul	Metode	Kesimpulan
Aristarkus Didimus Rumpak(201 6) Jurnal	Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada Bank Indonesia Institute	analisis Statistik Inferensial, Analisis Regresi Linear Sederhana	Hasil analisis regresi linear sederhana dengan koefisien korelasi korelasi menyatakan pengaruh motivasi kerja terhadap kinerja karyawan Bank Indonesia Institute, diperoleh hasil positif dengan hubungan yang sedang / cukup baik. Dengan nilai koefisien penentu dari faktor luar yang masih sangat besar pengaruh dari variabel motivasi kerja.
(Aldo <i>et.al</i> , 2014). Jurnal	Pengaruh motifasi kerja dan lingkungan kerja terhadap kinerja karyawan (Studi pada Karyawan Bagian Produksi PT. Karmand Mitra Andalan Surabaya)	Analisa model persamaan regresi linier berganda atau Multiple Linear Regression	Motivasi kerja dan lingkungan kerja secara simultan berpengaruh signifikan terhadap kinerja karyawan PT. Karmand Mitra Andalan Surabaya, ditunjukkan dengan nilai signifikansi F sebesar 0,000 lebih kecil dari $\alpha = 0,05$

			(0,000 < 0,05) dan mampu memberikan kontribusi terhadap variabel prestasi kerja 0,660 atau sebesar 66%
Diah Indriani, dkk. (2015) Jurnal	Hubungan Lingkungan Kerja, Disiplin Kerja, Dan Kinerja Karyawan.	Analisis Regresi Linear Berganda, Analisis Koefisien Determinasi	hasil uji t dan uji F, maka dapat disimpulkan bahwa lingkungan kerja dan disiplin kerja berpengaruh terhadap kinerja karyawan
(Rukhayati, 2018). Jurnal	Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Di Puskesmas Talise	analisis kualitatif dan kuantitatif, persamaan model regresi linear berganda	Motivasi (X1) dan variabel disiplin kerja (X2) secara bersama-sama (simultan) berpengaruh signifikan terhadap variabel kinerja pegawai (Y) pada Puskesmas Talise. Dari hasil perhitungan uji t hitung $X1 = 2,203$ pada taraf kesalahan 5% atau nilai probabilitas $0,05 > 0,039$, hal ini menunjukkan bahwa motivasi (X1) secara parsial mempunyai

			pengaruh yang signifikan terhadap variabel Kinerja pegawai (Y) pada Puskesmas Talise
(Rika <i>et.al</i> , 2016). Jurnal	Pengaruh disiplin kerja dan motifasi kerja terhadap kinerja karyawan (Studi pada PT. Macanan Jaya Cemerlang Klaten)	Statistical Package of Social Sciences (SPSS), deskriptif analisis dan tes regresi bergand	hasil statistik uji regresi diperoleh nilai disiplin kerja (β) 0,169 (** $p < 0.05$; $p = 0,008$) dan motivasi kerja (β) 0,279 (* $p < 0.05$; $p = 0,000$) berpengaruh positif dan simultan terhadap kinerja karyawan
(Yogi yunanto, 2017). Jurnal	Pengaruh Motivasi dan Kepuasan Kerja terhadap Prestasi Kerja Dosen Universitas Kadiri	model pengukuran (Measurement Model) dan Structural Model atau Causal Model.	model pengukuran (Measurement Model) dan Structural Model atau Causal Model.
(Galih <i>et.al</i> , 2018) Jurnal	Pengaruh disiplin kerja terhadap kinerja karyawan PT.ARAH ENVIROMENTAL INDONESIA BAG. SURAKARTA	Teknik pengujian data dilakukan dengan uji validitas dan uji reliabilitas	Hasil penelitian ini menunjukkan bahwa variabel disiplin kerja berpengaruh positif signifikan terhadap kinerja karyawan. Hasil pengujian dilakukan dengan uji parsial (uji t) dan

			menghasilkan kesimpulan bahwa hipotesis nol ditolak. Dengan begitu diketahui bahwa kinerja karyawan dipengaruhi oleh disiplin kerja
(Betaria, 2016). Jurnal	Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai pada PT. Bank BNI 1946 (Persero) Tbk. Kantor Cabang Asia Afrika Bandung	Analisis yang diambil dalam penelitian ini adalah analisis deskriptif dan analisis asosiatif	Hasil uji hipotesis dengan menggunakan uji-t diperoleh harga t-hitung lebih besar daripada harga t-tabel ($4,526 > 2,017$), sehingga hipotesis H_0 ditolak dan H_a diterima. Hasil tersebut membenarkan hipotesis penelitian, yaitu terdapat pengaruh disiplin kerja terhadap kinerja pegawai pada PT Bank BNI 1946 (Persero) Tbk Kantor Cabang Asia Afrika Bandung secara signifikan.

Telaah Analisis Jurnal Manajemen Sumber Daya Manusia Mengenai Pengaruh Pengembangan Sumber Daya Manusia terhadap Prestasi kerja

Tabel perbandingan Penelitian

NO	Nama Peneliti	Judul Penelitian	Hipotesa	Teknis Analisis	Hasil Penelitian
1	Prihatin Lumbanraja dan Cut Nizma	Pengaruh Pelatihan dan Karakteristik pekerjaan terhadap prestasi kerja Perawat di badan Pelayanan Kesehatan Rumah Sakit Umum daerah langsa	• H1: Pelatihan dan karakteristik pekerjaan berpengaruh terhadap prestasi kerja perawat di Badan pelayanan Kesehatan RSUD Langsa • H2: Ada perbedaan prestasi kerja perawat sebelum dan sesudah pelatihan	• Metode analisis menggunakan regresi linier berganda • Pengujian hipotesis menggunakan uji F, uji t dua arah dan uji t berpasangan	• Pelatihan dan karakteristik pekerjaan yang terdiri dari signifikan tugas, otonomi dan umpan balik secara serempak berpengaruh signifikan terhadap prestasi kerja perawat • Terdapat perbedaan prestasi kerja perawat sebelum dan sesudah mengikuti pelatihan yang telah diikuti dan meningkatkan prestasi kerja
2	Sugito dan Bambang Budianto	Pengaruh factor pelatihan terhadap prestasi kerja Pegawai Negeri Sipil di Bappeda	• H1:Faktor-faktor pelatihan yaitu Kemampuan pelatih, materi pelatihan, metode	• Metode analisis menggunakan regresi berganda • Menggunakan uji F secara parsial,	• Faktor-faktor pelatihan yang terdiri dari kemampuan pelatih, materi pelatihan

		kota Probolinggo	pelatihan, sarana pelatihan dan komitmen pelatihan	menggunakan uji t dua arah dan uji t berpasangan	Kemampuan pelatih, materi pelatihan, metode pelatihan, sarana pelatihan dan komitmen pelatihan Faktor Pelatihan yang dilakukan secara simultan mempunyai pengaruh determinan terhadap prestasi kerja
3	Julia Anita, Nasir Aziz, Mukhlis Yunus	Pengaruh Penempatan dan Beban kerja terhadap Motivasi kerja dan dampaknya pada prestasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh	- H1: Terdapat pengaruh penempatan pegawai terhadap motivasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh. - H2 : Terdapat pengaruh beban kerja pegawai terhadap motivasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh. - H3 : Terdapat pengaruh penempatan pegawai terhadap prestasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh.	<i>Teknik Stratified Random Sampling</i> - analisis jalur (<i>Path Analysis</i>) - Menggunakan uji F secara parsial, menggunakan uji t dua arah	- Ada pengaruh positif dan signifikan dari variabel penempatan terhadap variabel motivasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh - Ada pengaruh positif dan signifikan antara beban kerja terhadap motivasi kerja pegawai - Variabel penempatan dan beban kerja berpengaruh positif dan signifikan terhadap variabel motivasi kerja pegawai yang dibuktikan oleh hasil uji analisis secara simultan (uji F) menunjukkan besarnya pengaruh

			• H4 : Terdapat pengaruh beban kerja pegawai terhadap prestasi kerja pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh.		penempatan dan beban kerja terhadap motivasi kerja pegawai. 4. Variabel penempatan berpengaruh positif dan signifikan terhadap prestasi kerja yang dibuktikan oleh hasil uji analisis secara parsial (uji t) menunjukkan besarnya pengaruh penempatan terhadap prestasi kerja. 5. Variabel beban kerja berpengaruh positif dan signifikan terhadap prestasi kerja yang dibuktikan oleh hasil uji analisis secara parsial (uji t) menunjukkan besarnya pengaruh penempatan terhadap prestasi kerja.
4	Dono Wirotomo dan Popy Novita Pasaribu	Pengaruh Kompetensi, pengembangan karir, pendidikan dan pelatihan (diklat) terhadap Kinerja Pegawai Direktorat Jenderal	• H1 : Terdapat pengaruh kompetensi SDM terhadap kinerja Pegawai • H2 : Terdapat pengaruh pengembangan karir terhadap kinerja pegawai	• Metode analisis menggunakan regresi linier berganda • Menggunakan uji F secara parsial, menggunakan uji t dua arah dan uji t berpasangan	• Hasil analisis regresi linier berganda di mana uji secara simultan menunjukan ada pengaruh bersama kompetensi, pengembangan karir dan diklat terhadap kinerja

		Perimbangan Keuangan	• H3 : Terdapat pengaruh Pendidikan dan pelatihan terhadap kinerja pegawai		pegawai. Semakin baik kompetensi, pengembangan karir dan diklat pegawai di Direktorat Jenderal Perimbangan Keuangan akan mengakibatkan semakin meningkat pula kinerja pegawai
5	I Ketut Dartha	Pengaruh Pendidikan dan Pelatihan (Diklat) terhadap Kinerja Pegawai Negeri Sipil pada Sekretariat Daerah Kota Malang	• H1 : Diduga variabel pendidikan dan pelatihan dalam bentuk metode yang digunakan, materi diklat dan pelatih diklat secara simultan berpengaruh signifikan terhadap kinerja pegawai pada Sekretariat Daerah kota Malang. • H2 : Diduga variabel pendidikan dan pelatihan dalam bentuk metode yang digunakan, materi diklat dan pelatih diklat secara parsial berpengaruh signifikan terhadap kinerja	• Alat uji instrumen penelitian ini adalah uji validitas dan uji reabilitas. Sedangkan untuk pengujian hipotesis menggunakan uji F dan uji t. • Analisis Regresi Linier Berganda	• secara simultan dan parsial ada pengaruh yang signifikan dari Pendidikan dan Pelatihan Kinerja Pegawai Sekretariat Daerah kota Malang. • Variabel materi diklat yang diberikan merupakan variabel dengan pengaruh paling dominan terhadap peningkatan kinerja pegawai Sekretariat Daerah Kota Malang.

			pegawai pada Sekretariat Daerah kota Malang. • H3 : Diduga variabel pendidikan dan pelatihan dalam bentuk materi diklat mempunyai pengaruh paling dominan terhadap kinerja pegawai pada Sekretariat Daerah kota Malang.		
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JURNAL INTERNASIONAL

NO	The researcher	The Title	Hypothesis
1	Mark A. Huselid Rutgers university, 1995 Academy of Management Journal	The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance	This study comprehensively evaluated the links between systems of High Performance Work Practices and firm performance. Results based on a national sample of nearly one thousand firms indicate that these practices have an economically and statistically significant impact on both intermediate employee..
2	Jay B. Barney ohio state university 1991 Journal of Management	Firm Resources and Sustained Competitive Advantage	Four empirical indicators of the potential of firm resources to generate sustained competitive advantage-value, rareness, imitability, and substitutability are discussed. The model is applied by analyzing the potential of several firm resources for generating sustained competitive advantages. .
3	Michael E. Porter, 1985	Competitive Advantage: Creating and Sustaining Superior Performance	COMPETITIVE ADVANTAGE has guided countless companies, business school students, and scholars in understanding the roots of competition. Porter's work captures the extraordinary complexity of competition in a way that makes strategy both concrete and actionable
4	Thomas. H. Davenport, 1992	Process Innovation: Reengineering Work Through Information Technology	Davenport provides numerous examples of firms that have succeeded or failed in combining business change and technology initiatives. He also highlights the roles of new organizational structures and human resource programs in developing process innovation.
5	Jhon Paul Macduffie, 1995 Industrial and Labor Relation review	Human resource Bundles and Manufacturing Performance : Organizational Logic and Flexible Production Systems in the word auto industry	Variables capturing two-way and three-way interactions among the bundles of practices are even better predictors of performance, supporting the integration hypothesis.

10 Jurnal (5 jurnal nasional 5 jurnal internasional

1. **Judul Jurnal** : Laporan Langsung Psychopaty dan Hubungannya dengan Perbuatan Kriminal serta Antisosial berdasarkan Sampel pada Lulusan S1 Universitas

Tahun : 2016

Penulis : Saryani Rihati

Publikasi : Jurnal Ilmu Pengetahuan Perilaku Manusia

REVIEW

Latar Belakang Penelitian:

Psikopati merupakan gangguan kepribadian kompleks yang memiliki gejala berupa kedangkalan, impulsive, egosentrisme, kurangnya rasa bersalah dan penyesalan pada individu. Seseorang yang menderita gangguan ini memiliki gejala berupa gangguan antisosial dan tingkah laku criminal. Pada tinjauan ini melihat seseorang dengan gejala psikopat dari dua konteks yaitu non criminal dan pidana. Terdapat beberapa teori mengenai penyebab hingga hubungan antara perilaku antisosial yang berkaitan dengan faktor psikologis, biologis dan faktor sosial.

Teori Utama yang Digunakan:

Penulis menggunakan teori utama berupa aliran psikoanalisis yang dicetuskan oleh Sigmund Freud pada karya ilmiah ini. Teori aliran psikoanalisis ini merupakan teori pembentukan kepribadian seorang individu.

Metode Penelitian:

Jurnal ini menggunakan pendekatan kuantitatif pada penelitiannya. Seluruh data yang terkumpul kemudian dianalisis dengan metode analisis regresi menggunakan metode *stepwise*.

Sampel Penelitian:

Penelitian mengambil sampel sebanyak 300 mahasiswa dengan persentase 82% perempuan dan 18% laki-laki di Universitas Panca Husada menggunakan teknik populatif.

Hasil yang Diperoleh:

Penelitian berhasil menunjukkan hubungan antara sikap criminal, psikopati serta kecenderungan berpikir yang mendorong sikap antisosial berdasarkan sampel mahasiswa. Rata-rata menunjukkan bahwa sebagian besar mahasiswa tidak menunjukkan kecenderungan ciri-ciri psikopat, mode berpikir mengarah ke perbuatan pidana hingga substantive criminal.

Sementara untuk mereka yang menunjukkan adanya tendensi sikap criminal dalam berpikir, hingga kognisi terhadap pelanggaran dan kecenderungan antisosial memiliki persentase rendah. Hal ini menunjukkan bahwa semakin meningkatnya jumlah pemikiran yang mengarah ke perbuatan criminal serta sikap pelanggaran hukum, juga didukung oleh meningkatnya perilaku antisosial dari hasil responden.

2. Judul Jurnal : Penelitian terhadap Hubungan Pembelajaran Pendekatan Saintifik terhadap Keterampilan Proses Sains dan Hasil Belajar Fisika

Penulis : Azela Nasyifa

Publikasi : Jurnal elektronik program Pascasarjana Universitas Pendidikan Panca Husada

Link jurnal : <https://drive.google.com/file/d/0B6yNA60bfjhbfbjhsbfmsbfjs/view?pli=1>

Diakses : 30/12/2016

Reviewer : Astriyani Rifatahari (012987)

Latar Belakang :

Terdapat hubungan antara proses dengan hasil pembelajaran dari pendekatan saintifik hasil belajar Fisika dengan keterampilan proses sains

Tujuan:

Penelitian dalam jurnal bertujuan untuk mengukur hasil belajar yang ditunjukkan siswa dalam mata pelajaran Fisika beserta keterampilan proses sains antar siswa. Sampel diambil dari siswa yang mengikuti pembelajaran pendekatan saintifik dibandingkan dengan siswa yang mengikuti pembelajaran metode umum

Sampel:

Sampel diambil dari siswa SMAN 3 Jakarta Utara kelas X yang terdiri dari 4 kelas berjumlah 150 siswa serta mengambil sampel random dari sejumlah 3 kelas.

Metode:

Penelitian menggunakan metode eksperimen dengan sifat penelitian *quasi experimental design* (Eksperimen semu) serta metode *post tes only control group design*. Analisis data menggunakan teknik analisis deskriptif serta analisis inferensial.

Hasil:

Penelitian menunjukkan bahwa terdapat perbedaan dari hasil belajar serta keterampilan proses sains antara siswa yang menjalani metode pembelajaran langsung serta siswa yang mengikuti metode pembelajaran saintifik ($F=40,293; p<0,05$), perbedaan hasil belajar antara kelompok siswa yang mengikuti metode pembelajaran saintifik dengan metode langsung dengan taraf signifikansi 0,000, $p<0,05$. Hal ini menunjukkan bahwa metode pembelajaran saintifik memberikan hasil belajar serta keterampilan proses sains siswa yang lebih baik ketimbang metode pembelajaran langsung.

3. Judul Jurnal : Penelitian terhadap Hubungan Pengaruh Politik Dalam Bidang Pendidikan

Penulis : Azela Nasyifa

Publikasi : Seminar Nasional Politik Indonesia Universitas Panca Husada

Reviewer : Astriyani Rifatahari (012987)

Latar Belakang :

Politik berhubungan dengan penyelenggaraan negara sehingga pendidikan menjadi salah satu aspek yang terikat dengan politik suatu negara.

Tujuan:

Penelitian ini bertujuan untuk mengetahui hubungan yang terjadi antara politik dengan pendidikan. Penelitian ini juga bertujuan untuk memberikan pemahaman terhadap pembaca bagaimana politik mempengaruhi organisasi pendidikan

Metode:

Jurnal ini menggunakan metode penelitian analisis referensi yang tersedia baik dari teori, buku hingga penelitian sebelumnya

Hasil:

Pendidikan dan politik memiliki hubungan yang sangat erat. Politik memiliki peran dalam menentukan arah kebijakan pendidikan suatu negara. Bahkan ahli mengatakan bahwa pendidikan memiliki peran sebagai cara melestarikan kekuasaan negara. Penulis kemudian memberikan beberapa poin cara melestarikan kekuasaan negara melalui pendidikan, yang melalui beberapa tahapan seperti moralisme religious, perkembangan nasionalisme hingga lahirnya demokrasi. Jurnal ini berhasil menunjukkan kepada pembaca mengenai betapa dalamnya hubungan politik dengan pendidikan.

4. Judul: Leveraging large face recognition data for emotion classification

Peneliti, Media Publikasi: Boris Knyazev, Roman Shvetsov, Natalia Efremova, dan Artem Kuharenko. Media publikasi IEEE Computer Society

Tahun: 2018

Pokok Penelitian/Pokok Bahasan: Menjelaskan solusi untuk kami entri untuk tantangan pengakuan emosi EmotiW 2017. menunjukkan bahwa penggunaan kuat industri-tingkat pengenalan wajah jaringan meningkat akurasi pengenalan emosi. Menggunakan ensemble jurnal ini memperbaiki hasil tahun sebelumnya terbaik tentang tes set oleh sekitar 1%, mencapai% klasifikasi akurasi 60,03 tanpa penggunaan informasi sementara visual.

Metode Penelitian/pipe line penelitian:

Pipe line dari jurnal ini ada 5 tahap

1. Deteksi Wajah: Untuk mengekstrak dan menyelaraskan wajah baik dari gambar FER2013 dan frame video EmotiW kita menggunakan detektor dlib wajah. Jika wajah tidak ditemukan pada frame, seluruh frame dilewatkan ke jaringan karena dua alasan. Pertama jaringan masih bisa menangkap beberapa isyarat kontekstual diberikan seluruh frame, dan kedua, untuk beberapa video semua deteksi wajah yang positif palsu.

2. Ekstraksi fitur frames: Fitur untuk semua frame yang dihitung dengan menggunakan 4 jaringan. Untuk VGG-Face, kita secara empiris pilih 4096 dimensi FC6 fitur (setelah lapisan terhubung sepenuhnya), sedangkan untuk jaringan lain kita menggunakan 1024 fitur dimensi dari lapisan sebelum yang terakhir.

3. Agregasi fitur Bingkai-tingkat: menghitung fitur video dengan satu atau beberapa fungsi secara agregat gation (misalnya, rata-rata atau standar deviasi) diikuti oleh rescaling untuk berbagai $[0, 1]$ dan Rangkaian. dalam kasus VGG-Wajah jika kita menghitung berarti menunjukkan sebagai $STAT^*$, maka fitur 12288 dan min fitur, yang kami menunjukkan sebagai $STAT^*$, maka fitur 12288 dan min fitur, yang kami menunjukkan sebagai $STAT^*$, maka fitur 12288 dimensi. Dalam karya ini, rootsift normalisasi ($\sqrt{|x| / \|x\| + 1}$) [2] dan standardisasi global juga diterapkan pada fitur bersambung.

4. Klasifikasi: Sebuah SVM linier dilatih pada data pelatihan (satu SVM per jaringan) dalam kasus pelaporan akurasi validasi dan, seperti pada [9], pada pelatihan ditambah validasi data dalam kasus akurasi tes. Regularisasi konstan SVMs ditemukan oleh 5 kali lipat cross-validasi.

5. Ensembling dengan fitur audio: Kami menghitung 1582 fitur audio 5) Ensembling dengan fitur audio: Kami menghitung 1582 fitur audio dimensi menggunakan perpustakaan Opensmile [8]. Kami melatih SVM linear dalam kasus ini juga, sehingga ensemble skor kami rata-rata dari 5 SVMs total.

Hasil: Emosi yang benar. LSTMs dilatih di atas jaringan FR-Net-B pada urutan penuh analog ke [9]. Namun, kami tidak mampu meningkatkan kinerja kami pada tes set dengan menambahkan LSTMs

Kelebihan: Dengan menggunakan esemble paper ini memperbaiki hasil tahun sebelumnya tentan tes set dengan hasil akurasi 60,03.

Kekurangan: Tidak bisa meningkatkan kinerja pada tes set dengan menambahkan LSTMs.

Perbandingan dengan Metode/Penelitian Usulan: Perbedaan dari penelitian dengan yang saya lakukan adalah, penelitian ini menggunakan klasifikasi SVM linier dilatih pada data pelatihan (satu SVM per jaringan). Sedangkan metode saya sebelumnya menggunakan haar-cascade classifier dengan metode PCA yang mampu mendeteksi wajah hanya dengan waktu 1 detik per wajah.

No. 5

Judul: Intelligent face recognition and navigation system using neural learning for smart security in Internet of Things

Peneliti, Media Publikasi: Priyan Malarvizhi Kumar, Ushadevi Gandhi, R. Varatharajan, Gunasekaran Manogaran, Jidhesh R., Thanjai Vadivel, Media Publikasi Digital Object Identifier System

Tahun: 2017

Pokok Penelitian/Pokok Bahasan: Pembuatan aplikasi mobile pengenalan gambar dan sistem aplikasi baru yang menyediakan kecepatan dan ketepatan pesan dalam bentuk audio untuk orang-orang yang mengalami gangguan visual sehingga mereka dapat menavigasi dengan mudah.

Metode Penelitian/pipe line penelitian:

Panduan buta adalah sebuah inovasi dalam kerangka rute untuk individu cacat visual. Produk ini diimplementasikan pada ponsel berbasis android canggih yang dikombinasikan dengan sensor ultrasonic. Sensor ultrasonik termasuk jarak jauh menggunakan peralatan berbasis mikrokontroler dan berbicara dengan Smartphone menggunakan Bluetooth.

1. Modul Smartphone

Smartphone terdiri dari aplikasi yang diinstal pada sistem android. Ini metode plug-and-play bagi pengguna tunanetra memiliki kemampuan untuk meningkatkan mobilitas pengguna.

2. Ultrasonic modul aksesoris

sensor ultrasonik memberikan gelombang ultrasonik ke udara dan mengenali kembali reflected waves from objects. Ini sensor ultrasonik berhubungan dengan mikrokontroler Arduino, dan mikrokontroler yang terkait dengan modul Bluetooth. Data dari sensor ultrasonik disusun terkait dengan modul Bluetooth [39]. Data dari sensor ultrasonik disusun terkait dengan modul Bluetooth [39]. Data dari sensor ultrasonik disusun dan beralih ke informasi speech (TTS) di the microcontroller.

Hasil: Dari tabel diketahui bahwa aplikasi tersebut menunjukkan tingkat akurasi yang baik dari 90%. Sebagai beberapa pengguna tidak akrab dengan smartphone mereka menemukan beberapa kesulitan dalam menggunakan aplikasi. Di antara pengguna, 75% dari mereka mendapati sistem untuk menjadi berguna. Untuk orang 5 dan 8, hasil menunjukkan bahwa tingkat akurasi yang tinggi. Hal ini karena fakta bahwa pengguna melihat langsung ke kamera tanpa

setiap refleksi dalam ekspresi. Untuk orang 2 dan 6, tingkat akurasi relatif rendah. Hal ini karena gerakan wajah berhubungan dengan daerah menangkap kamera. Aplikasi yang diusulkan dibandingkan dan analyzed with beberapa sistem yang ada dengan parameter tertentu seperti yang ditunjukkan pada Tabel 2. Perlu dicatat bahwa aplikasi yang diusulkan menyediakan 95% deteksi hambatan dan 90% pengenalan wajah tingkat akurasi dengan dukungan navigasi untuk kedua lingkungan outdoor dan indoor.

Kelebihan: Aplikasi yang diusulkan menyediakan 95% deteksi hambatan dan 90% pengenalan wajah tingkat akurasi dengan dukungan navigasi untuk kedua lingkungan outdoor dan indoor. Dengan demikian, aplikasi yang diusulkan memberikan tingkat akurasi yang

lebih tinggi untuk kedua deteksi hambatan dan pengenalan wajah tanpa mengorbankan portabel, lebih murah, karakteristik mandiri dari sistem.

Kekurangan: Kendala sensor ultrasonik adalah cari durasi sensor ultrasonik antara pemicu dan gema, Cari jarak menggunakan hubungan antara kecepatan suara dan durasi antara pemicu dan gema, kendala jika araknya kurang dari ambang batas jarak.

Perbandingan dengan Metode/Penelitian Usulan: Perbandingan metode yaitu paper ini menggunakan peralatan iot dan menggunakan ekstraksi wajah yaitu Open CV Library, berbeda dengan penelitian usulan saya yang menggunakan ekstraksi PCA untuk mendapatkan ciri/fitur dari citra wajah yang akan disegmentasi dengan background.

Abstract: Losing our hearing is a big problem, because hearing is an access to understand a communication. This journal is written as an assignment of research on the subject "listening". The background of this research was that most people have lost their hearing that is accurate and do not know how to keep what they have heard. The purpose of this research was an observations on how people practices on good listening. The object of this research was a video published by TED with a speaker named Julian Treasure on July 29, 2011 on YouTube. The research data were collected by listening, watching and observing the video by Julian Treasure. After watched the video for several times, based on the observation, the results of this research was how to improve someone listening skills with some simple exercises mentioned by the speaker and change the pattern of someone's hearing ability in order to listen better. In the other hand, we can find that the speaker's methods practically can improve someone's listening skills.

Keywords: listening skills, sounds, exercise

INTRODUCTION

On this day, many people were losing their hearing. Mostly, they just receive about 25 percent information from what they heard. Hearing is a process of communication. Whereas, listening is a process of making a meaning from sound we heard.

Julian Treasure known as a sought-after and top-rated international speaker. Julian Treasure is chairman of The Sound Agency, a consultancy advising worldwide businesses on how to design with sound, especially in public or branded spaces. Julian also is the author of the book Sound Business and keeps a blog on his own website that ponders such matters. His vision is to make the world sound beautiful, by helping individuals to make and receive sound consciously, and organizations to discover that good sound is good business. In the video that the researcher observe he told there are five simple exercises to improve our conscious listening, those are:

1. Silence
2. Mixer
3. Savoring
4. Listening Positions
5. Acronym

The speaker said from the problem above, there are some methods made by the speaker's that can be exercise to objects with a hope that the object can improve people's hearing and listening skills.

FINDING

Listening is receiving language through the ears. Listening involves identifying the sounds of speech and processing them into words and sentences. Listening in any language requires focus and attention. It is a skill that some people need to work at harder than others. People who have difficulty concentrating are typically poor listeners.

Generally, people spent 60 percent of communication time listening, but, they only remember 25 percent what they have heard (in minute 0:13).

From the video, the speaker was explained five exercises to listen better and to improve the listening skills. Based on the video, the five methods are:

1. **Silence** (in minute 4:04)

The speaker said that it is a wonderful exercise to reset people ears for just three minutes a day of silence so that people can hear the quiet again.

2. *Mixer* (in minute 4:21)

Even if people are in a noisy place they still can focus with one sound like in a coffee bar, how many sounds they can heard, how many people talk to each other in it. People also can do it a beautiful place like the lake, how many birds that they heard on it, where are they, what are they doing. It is a great exercise to improving the quality of listening.

3. *Savoring* (in minute 4:47)

This exercise is about to enjoy the mundane sounds for the example are the dryer and the coffee grinder. The mundane sound can be really interesting if people pay attention on it. This is a beautiful exercise because it is around us all the time

4. *Listening Position* (in minute 5:22)

It is about what listening place that appropriate to people, people also can move to different places to get conscious listening so that they can enjoy what they listen, it is the most important exercise of all of these.

5. *Acronym* (in minute 5:54)

People can use it in listening and communication. The acronym is RASA and it stands for:

- a. Receive: pay attention to the person we talk with.
- b. Appreciate: make little noises like “hmm,” “oh,” “okay,”
- c. Summarize : the word “so” is very important in communication
- d. Ask: ask questions afterward.

CONCLUSION

According to the finding on the previous part it can be conclude that those five exercises are: *Silence*, *Mixer*, *Savoring*, *Listening Position* and *Acronym* can be used for teaching listening skills in order to people can learn how to consciously listening all the time. Hopefully the generation nowadays can listen consciously to get a connection to others in order to create the understanding so that they can live in peace.

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No. 7

CALL FOR ORGANISATIONAL AGILITY IN THE EMERGENT SECTOR OF THE SERVICE INDUSTRY

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Purpose of this conceptual study is developing the theoretical framework for investigating organisational agility in small and medium enterprise in the newly emerging industry. Design of research is based on two distinctive streams in the literature: theoretical conceptualisation of organisational agility and the media and statistical publications on the small bars and restaurants sector of the Western Australian hospitality sector.

Findings – Identified drivers of organisational agility in the emergent sector for firms with limited resources and agility strategies were formulated and justified. Theoretical contribution the concept of organisational agility, previously extensively studied in manufacturing, is interpreted in the context of services and, specifically, in conditions of the newly emergent industry.

Managerial implications: the information for managers on agility actions that can be undertaken by small businesses operating at a resource disadvantage compared to their larger counterparts.

Keywords: agility, emergent industry, small businesses, strategy, Western Australia. Classification: exploratory qualitative study.

1. INTRODUCTION

The idea of agile responses to the fast changes in the external environment to neutralise market turbulence is not a new. Since the early 1990s organisational agility was viewed by scholars and practitioners alike as an effective solution which protects businesses in the manufacturing processes from losses and enable their survival in conditions of unpredictable changes in the operational environment (Vasquez-Bustelo, Avella and Fernandez, 2007). In conditions of uncertainty and an increasing pace of change, the ability businesses to survive depends on their agility in responding to the challenges of unpredictable environment. While the importance of agility is commonly recognised (Arteta and Giachetti 2004; Dove 1999; Yusuf, Sarhadi and Gunasekaran, 1999), there are limited studies which interpret agility in context of specific and, in particular, newly emergent industries. Yes, especially in the newly emergent sectors of the industry services, agility is crucial for vulnerable firms to survive in a still evolving market environment (van Oosterhout, Waarts and Hillegersberg, 2006).

The newly emerging businesses are very fragile and represent an interest for managers and scholars alike to identify success strategies in emergent business sectors. According to the Australian Bureau of Statistics, more than 50% of all established businesses fail in the first four years, for example, out of all existing new businesses established in 2007, just 48.6% were in business in July 2011. Despite such dramatic failure rates, growing industries, such as food service sector, part of the hospitality industry, still offer a lot of room for new entrants. Growth rates in the Australian hospitality industry are predicted to continue at 4.3% per annum through to 2017 (DRGL, 2014). One of the fastest growing sector of this industry is the small bar/restaurant sector which is newly emerging in recent years.

Although, the Australian hospitality industry is fast growing, its players face serious challenges attributed to common characteristics of the emerging sectors which include increasingly complex regulatory environment, sophisticated and educated consumers, labour challenges, skills shortages, low market entry barriers, and intense competition (Adelaja, Nayga Jr, Tank and Schilling 1999; Kozac and Rimmington 1998; Olsen and Zhao 2001; Tsai, Pan and Lee 2011; Parsa, Self, Sydnoe-Busso and Yoon 2011). Specifically, the ongoing changes in the regulatory environment represents the most critical challenge for firms operating in the hospitality industry (Tsai, Pan and Lee 2011). Other challenges are caused by shifts in consumer demographics and consecutive behaviour (Adelaja et al., 1999; Ruhanen, McLennan and Moyle 2012), a lack of

financial support and management expertise among current industry players (Ruhanen, McLennan and Moyle 2012).

The dominant players of this industry are small firms who count 85% of the industry firms, and these small firms are highly dependent on long-term debts to support their investments (Tsai Pan and Lee 2011). The industry challenges influence the way of doing business and, particularly, the expected speed of firms' response to the environmental changes and demand organisational agility. The competitive pressure on firms in the small bar/restaurant sector of the Australian hospitality industry to respond and act in an agile matter motivated our study. The purpose of our study is to generate a theoretical framework for analysing an emergent industry sector with limited resources and capture business strategies of its players. The research questions of our study include the following: how does the new sector of the industry emerge? And how do emergent industry players with limited resources and capabilities implement agility strategies? Our study contributes into the literature on organisational agility by developing a theoretical framework for studying agility in an emergent food services industry. The paper is structured as follows: it begins with the literature review on organisational agility resulting in formulation of research questions; next, the method and context of the study are introduced. The paper is concluded by the discussion of findings and their theoretical and practical implications.

2. ORGANISATIONAL AGILITY AND ITS DRIVERS

Agility was first introduced in manufacturing in relation to the vital changes to operations undertaken by businesses in response to increased volatility and significant changes in the operational environment (Vasquez-Bustelo, Avella and Fernandez, 2007). In the early 1990s, organisational agility was considered as a potential solution for firms operating within turbulent markets (Nagel and Dove, 1991). In that context, an agile organisation was defined as "... a manufacturing system with extraordinary capabilities (internal capabilities: hard and soft technologies, human resources, educational management, information) to meet the rapidly changing needs of the marketplace (speed, flexibility, customers, suppliers, infrastructure, responsiveness). A system that shifts quickly (speed and responsiveness) among product models or between product lines (flexibility), ideally in real-time response to customer demands (customer needs and wants)" (Yusuf, Sarhadi and Gunasekaran, 1999: 36). As the manufacturing firms are traditionally characterised by inflexible and repetitive processes, the changes agility brought to operations are easy to be observed and thus well acknowledged in literature (Joroff, Porter and Feinberg, 2003).

The majority of publications emphasised the importance of organisation agility and offered their own interpretation of the concept. As explained by Yusuf, et. al., (1999: 35) "as a mark of the newness of the concept, every publication attempts to define and explain agility". These authors gave one of the relatively early definitions of organisational agility, specifically, as "the successful exploration of competitive bases (speed, flexibility,

innovation, proactivity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge-rich environment to provide customer-driven products and services in a fast changing market environment" (Yusuf et. al., 1999: 37). Many investigations into the diverse aspects of organisational agility followed this paper, coupled by clarifying definitions specific to each aspect of an organisation (Jin-Hai, Anderson and Harrison, 2003; Meade and Rogers, 1997). For example, the agility definition of van Oosterhout, Waarts and Hillegersberg (2006: 134) solely concerns distinguishing agility from flexibility: "business agility is being able to swiftly change businesses and business processes beyond the normal level of flexibility to effectively manage unpredictable external and internal changes." The other definition of agility provides a clarification of context for managing of supply chains and emphasises the importance of costs cutting and timely and proactive response to the customer's requirements (Agarwal, Shanker and Tiwari, 2007). Further understanding of agility was given by scholars who compared agility and flexibility and also investigated how agility can be achieved. The later studies stressed the role of cooperation and integration in the implementation process (Kidd, 1994; Vasquez-Bustelo, Avella and Gernandez, 2007). This divergence in focus and purpose of each organisational agility investigation, coupled by distinct definitions adopted in each paper has largely contributed the multidimensional nature of the concept, consequently leading to a lack of consensus and the confusion surrounding agility.

There are a number of the various interpretations of agility. For example, Dove (2001: 5) viewed agility as “derived from both the physical ability to act (response ability) and the intellectual ability to find appropriate things to act on (knowledge management). Agility is expressed as the ability to manage and apply knowledge effectively, so that an organisation has the potential to thrive in a continuously changing and unpredictable business environment.” Other scholars alternately proposed that “agility is the ability over time to respond quickly and effectively to rapid change and high uncertainty” (Joroff, Porter and Feinberg, 2003: 293). More recent publications argue that survival in turbulent unpredictable environments makes it mandatory for firms to increase the speed of their response if these firms are determined to survive (Chandler McLeod, 2011).

2.1. DISTINGUISHING AGILITY FROM FLEXIBILITY AND ADAPTABILITY

Although flexibility as a business concept was established long before agility, both of them are often used interchangeably in the literature. Both, agility and flexibility are focussed on business survival (Sharifi and Zhang 1999). One of the first definitions of flexibility stresses the ability of firms to respond to changing circumstances (Mandelbaun, 1978) and this ability is also included in most of definitions of agility. However, agility include more aspects than flexibility (Yusuf, Sarhadi and Gunasekaran, 1999). Organisational agility encompasses a wide range of components, rather than attributing agility strategies to flexibility characteristics alone (Baker, 1996; Kidd 1994).

A major divergence between agility and flexibility is observed regarding each concepts focus within the hierarchy of an organisation. Flexibility refers to the top level of an organisation (Baker, 1996), whereas agility emphasises integrative efforts at all levels within an organisation. Indeed, agility goes beyond the ability of flexibility alone to additionally encompass proactive behaviours and a focus on every level within an organisational hierarchy (Huang and Nof 1999; Sharifi and Zhang 1999). Moreover, flexibility is a vital component to the success of an agility strategy, yet is only a single component of the strategy, not its entirety.

Flexibility is used to address responses and the consequent organisational changes that may be largely predetermined by an organisation (Van Oosterhout, Waarts and Hillegersberg, 2006). Further, flexibility refers to the changes in an organisations environment where there is ample available information regarding inputs and outcomes (Van Oosterhout, Waarts and Hillegersberg 2006). However, when changes are unpredictable, flexibility is not enough and agility is required. In this conceptualisation, flexibility is viewed as a single element of agility strategy.

Adaptability is defined as an “inherent ability to adjust or modify” (Katayama and Bennett, 1999). Adaptability is further distinguished from flexibility by Van Oosterhout, Warts and Hillegersberg (2006: 132) who view adaptability as an ability “to swiftly change businesses and business processes beyond the normal levels of flexibility to effectively manage unpredictable external and internal changes”. However, similarly to flexibility, agility only encompasses adaptability as a single component (Yusuf, Sarhadi and Gunasekaran 1999). Each foundational concept, namely, flexibility and adaptability, should be synthesised into a comprehensive approach to strategy, coined organisational agility.

2.2. DRIVERS OF ORGANISATIONAL AGILITY

Chance is recognised as the major driver of organisational agility (Sharifi and Zhang, 1999; Zhang and Sharif, 2000; Ganguly, Nilchiani and Farr, 2009). Drivers of agility are linked to changes in consumer preferences, emergence of new technology, changes of the business systems of firms, market changes and shifts in social environments (Sharifi and Zhang, 1999; Yusuf, Sarhadi and Gunasekaran, 1999; Oosterhout, Waarts and Hillegersberg, 2006). Although the drivers of agility concern those forces external to an organisation, internal triggers additionally drive the adoption of agility strategies. Internal triggers are thought to be caused by external factors, or those planned internal changes resulting in unexpected consequences (Joroff, Porter and Feinberg 2003; Van Oosterhout, Waarts and Hillegersberg 2006). Table 1 presents the drivers of organisational agility and the required organisational actions required for agility strategies within organisations. Based on the discussion of the drivers of agility, the first research question is formulated: what are the drivers of organisational agility can be identified in the context of an emergent industry?

Table 1

Drivers of Organisational Agility and Organisational Actions

Drivers of Agility	Organisational Actions	Description
Technological shifts New technology developments	Changes in the process (e.g. booking; supply chain management)	Faults are discovered in employees work due to irrelevant technologies or the physical work of the employees
Jobs skills shift Resource limitations	Update the organisational routines and streamline operations	Continuously learning of employees from the experience resulting in constantly fine-tuning work practices
Emerging consumer markets and changes in consumer preferences	Communication with consumers and knowledge transfer within an organisation	Opportunity identification and perusal; ongoing learning from consumers, competitors and the market
Growing customer expectations	Efficiency programs and new business systems	New ways of thinking are discovered from an examination of processes when pursuing greater efficiency

Source: Developed by authors based on Joroff, Porter and Feinberg, 2003, and Yusuf, Sarhadi and Gunasekaran, 1999.

2.3. RESOURCES AND CAPABILITIES FACILITATING AGILITY DEVELOPMENT

Organisational agility requires specific capabilities and resources of firms. Agility must be embedded into every component of the business including organisational structure, culture, technology, leadership and management (Chandler McLeod, 2011). The management of an organisation must promote a culture of agility, emphasising its importance to personnel at every level of the organisation (Vazquez-Bustello, Avella and Fernandez, 2007). In fact, organisational structure, information systems, and the mind sets of those within the organisation are all used together to enable organisations to act agile (Ararwal, Shanker and Tiwari, 2007). Communication is considered as the most vital capability in acting agile. Communication enable organisations to integrate personnel at different hierarchical levels, as well as to integrate organisational structure and culture.

Organisational structure has a significant influence on the organisational ability to act agile (Golan 2006). In particular, a compressed – flat- hierarchical structure allows firms to avoid rigid formal processes that slow the speed of their response to the environmental changes. To ensure agility in the organisation, its employees shall be empowered by decentralised decision making, continuous training and development leading to capacity building with multiple skills and flexibility in accomplishment of tasks (Yusuf, Sarhadi and Gunasekaran, 1999). Investing in employees and instilling them with the capabilities of self- directed work and discipline also allows organisations to use a simple structure, thus, increasing its ability to act agile. This further emphasises the importance of employees as a resource in achieving agility.

Technology is also recognised as a vital resource of organisational agility, especially in the manufacturing industry (Huang and Nof 1999; Yusuf, Sarhadi and Gunasekaran 1999). Technology can be used for a better interpretation of the market and industry knowledge and its communication through the value chain and responsiveness to customers. Although technology presents as a vital resource and facilitator of organisational agility, it may also act as a hindrance in achieving agility when it stiffs innovation and flexibility (van Oosterhout, Waarts and Hillegersberg 2006). For example, if the used an online booking system does not allow to link the order with the inventory or delivery services, there will be miscommunication in the value chain and, as a consequence, slow response to the customers. Based on the analysis of capabilities and resources of organisational agility, the second research question is formulated: what are the resources and capabilities that enable organisations to act agile in the context of an emergent industry?

3. THE METHOD AND CONTEXT OF THE STUDY

The qualitative study based on multiple case studies (Eisenhardt, 1989; Hesse-Biber and Leavy, 2011; Yin, 2009) was chosen as the method of this study. The chosen research strategy allowed considering agility, a phenomenon under investigation, in the chosen context. Case studies are deemed appropriate not only when the phenomenon under investigation is relatively new, but also when existing literature surrounding such a phenomenon is conflicting (Bailey, 1994; Eisenhardt, 1989). According to Yin (2009), utilising a case study strategy is the good choice of method in the newly emergent sector of the hospitality industry due to the following reasons: 1) research focus

is on contemporary events/phenomena, 2) research questions under investigation are of a how/why nature (how are firms displaying agility in this market/context), and 3) researchers have no control over the events related to the phenomenon. Satisfaction of these requirements cements the validity

of case study utilisation, differentiating from other strategies such as surveys and experiments. The data was gathered via interviews with business owners and managers of the businesses (32 respondents in total) till the data was saturated. The primary data was supported by the industry reports, media and government publications to achieve triangulations and verify the results.

The Western Australian (WA) hospitality industry has been transformed in recent years, especially in newly emergent sector of this industry - the small bar and restaurant sector (Wilson-Chapman 2012). Sector emergence began in 2006 after the de-regulation of WA liquor licensing, introducing the Small Bar License allowing for venues of up to 120 patrons on premises consumption with lessened licensing costs (DRGL, 2011). Simplified licensing and increasing consumer demands resulted in an array of new bars was opened in the Perth Metropolitan market. Such bar/restaurants strive to provide the best services, product offerings, and experience in a relaxed dining atmosphere, at a price that is deemed more affordable than similar offerings in traditional fine dining restaurants.

The development of this sector was supported and facilitated by the City of Perth who saw it as one of the way to improve the city's image (DIISR, 2014; Summer Holidays, 2010). The State Government was also highly supportive of the emerging small bar/restaurant sector, quoting them as "important to the cultural fabric of the city, creating unique and imitate spaces" (City of Perth, 2014). The diverse culture in the small bar/restaurant sector is primarily driven by licensing requirements for venues to propose a distinctive theme for their venue (Bailey, 2012).

4. FINDINGS - LESSONS LEARNT FROM THE SMALL BAR/RESTAURANT SECTOR

4.1. EMERGENCE OF THE NEW SECTOR AND AGILITY DRIVERS

The small bar/restaurant sector of Perth has emerged in response to numerous factors, including growth in the state business and, in particular, growth of the small business sector, and the hospitality industry (ABS, 2014). The consumer movement towards high quality food, beverages, and services, has also resulted from an influx of disposable income in the state from the mining boom (Martin, 2012). The population boom of the state has also led to increasing demand for services and infrastructure (Malkin, 2009), again driving growth in the sector, further facilitated by heavy state and city support (City of Perth, 2014). Many of the environmental characteristics and operating challenges of the small bar/restaurant sector appear indicative of those present in the manufacturing industry during the establishment of organisational agility. Thus, it is reasonable to infer the emergence of agility in the hospitality industry as imminent, with the developing small bar/restaurant sector possibly representing initial progress. Such movements in organisational design and offerings of hospitality venues to mirror consumer demand again presents as initial attempts of organisational agility as defined by Dove (2001). The movement of consumer demands and purchasing behaviours in general additionally presents as a major driver of agility. As highlighted by Yusef, Sarhadiand and Gunasekaran (1999) consumer preferences shifting from cheaper mass produced items, to high quality items at a competitive price was one of the main drivers in the emergence of agility in the manufacturing industry.

Small bars and restaurants are characterised by an overriding theme that sets them apart from the majority of traditional industry players, namely the regular restaurants and cafes, instilling an atmosphere of sophistication and trendiness. Skinner, Moss and Parfitt (2005: 115) suggest that there is an "overwhelming bias" for such venues to appeal to the younger demographic who are searching for the newest, fashionable bars in the market. In requiring

small bar/restaurants to maintain an innovative theme for their venue, they are more likely to primarily appeal to this subgroup of the market. The literature (e.g. see Beldona, Moreo and Mundhra, 2010) highlighted the tendency for the younger demographics, specifically those aged 18-33, to be the most likely consumers of the theme eating outlets, additionally suggesting that the new establishments shall target younger demographics in order to increase the chances of their business success. However, our data shows that younger generations are not the sole patrons of these venues. The customers of the sector are those who are seeking a new experience and/or high quality offerings at an affordable price in a relaxed atmosphere. Our respondents demonstrated their awareness that using a novelty factor of themed venues can be dangerous if venues are lacking

the appropriate food quality or service. It is evident from our study that most of business owners and managers are committed to support their initial success of their themed venues that rests on the atmosphere and experience provided, by offering consistent quality of the food and service. These shared understanding and undertaken efforts to sustain the initial success of new venues are in line with the recommendations on the success factors in the hospitality industry found in the previous studies (Bagli 1998; Weiss, Feinstein and Dalbor, 2004).

4.2. RESOURCES AND CAPABILITIES FOR ORGANISATIONAL AGILITY

While employees encompassing the required skills and attitude to work are a vital component to the firm which enable the firm to quickly respond to customers and keep them satisfied, the sector under examination experiences the lack or shortage of skills and heavily relies on temporary employees. Although agility literature emphasises the importance of ongoing and continuous training and development in employees, this area was found lacking in the chosen study context. Moreover, training of employees is highly undesired by the management of firms. Indeed, the management is concerned with potential loss of well- trained employees who are likely to move on in search for better payments in the traditional restaurants and bars.

4.3. AGILITY STRATEGIES IN THE SMALL BAR/RESTAURANT SECTOR

Our data allowed to develop a set of feasible agility strategies that can be implemented by the firms in the sector under examination. The theoretical value of these strategies is in the contextualisation of agility in the service industry and small firms with limited resources as opposite to the resources-rich large manufacturing firms used as the most common context of the previous studies on organisational agility. The agility strategies are based on the current successful actions of the respondents which enabled their agile response to the consumers, as well as the lack of such actions and, as a consequence, missed opportunities. Both undertaken actions and missed opportunities were highlighted by our respondents. The summary of agility strategies and their reasoning are presented in Table 2.

Agility strategies in the small bar/restaurant sector

Table 2

Agility strategies	Current Implementation/Future recommendations	Reasoning
Social media systematic utilisation	Social media are recognised and utilised to some degree There is no consistent use of social media/ no strategy on incorporating social media into the marketing campaign	Social media shall be used as a free marketing tool and a method of direct communication with consumers Social media shall be used for increasing the visibility of venues as well as the learning tool about the market Social media shall be used to be abreast with the changing trends in the market
Cooperation and interfirm relationships building among small bars/restaurants	All venues within the sector have strong relations with one another Strategize partnerships in the sector New entrants to the sector shall affiliate themselves with existing sector players	The information and advice gained through relationships is invaluable, especially due to the developmental nature of the sector Limited resources and small size of venues require pooling resources together Skills shortage can be overtaken by sharing the key resources and capabilities when required
Training and development of staff	Train staff and sharpen consumer service Polish product and service offerings	Regular training schedules should be utilised for training in not only new product offerings, but maintaining but customer service skills, management skills, and general hospitality skill. Use both cost-efficient in-house training and the dissemination of knowledge from senior to junior staff as well as the cross training in collaboration with competitors in the sector These interactions additionally contribute to strategic relationships between venues
Consumer relations		Venues should constantly develop relations with patrons, questioning their desires and demands on the venue

	Maintain consumer relations Support community groups Build relationships with corporate clientele	Greater market alignment of operations and developing loyalty of consumers are based on consumer relations Insights gained through interactions are vital considering the limited budgets of venues
Supplier relations	Utilise good relations with suppliers in the systematic way	Knowledge of suppliers is priceless Orders may be consolidated by a number of competitors in the sector to create volume discounts Strong trustworthy relationships allow for greater communication, thus, suppliers will let venues know in advance if stock is unavailable or is special stock suited to them has become available Changes to offerings are then made in a timely fashion. Additional stock requests also have a greater chance of being accepted such as sourcing something not usually stocked by the company.

5. DISCUSSION AND CONCLUSIONS

The small bar/restaurant sector represents an interesting case for learning lessons in the development of organisational capabilities to act agile. Our data indicates that organisations follow an outside-in strategy perspective and respond to the industry and consumer changes. Although an outside-in strategy perspective (Days, 1990; De Wit and Meyer, 2004) has not been related to organisational agility within the academic literature, there are similarities between the two, as demonstrated by venues within the small bar/restaurant sector. Both concepts are characterised by a firm’s orientation on a consumer, market knowledge, and the ongoing adaption to changes within the market and consumers demand (Dove, 1999; Joroff, Porter and Feinberg, 2003; Tanaka, 2012). Thus, consumer demand is driving the focus of organisations, their offerings and target market (De Wit and Meyer 2004). Customer orientation and market responsiveness were consistent themes in all interviews. Similarly to other small business firms, our respondents revealed their dissatisfaction in the current

hospitality options in Perth as the major driver to become a business owner. The initial foundations for the business were made in consultation with current and future patrons. The respondents recognised a niche in the market, took steps to satisfy that market, and ensured they were aligned with demands.

5.1. LIMITATIONS OF THE STUDY AND AVENUES FOR FUTURE RESEARCH

This study represents a snap shot of the emergence of the new sector in the selected geographic area of the city of Perth, thus, results have limited generalisability due to the restricted nature of the sample utilised. However, as venues within the sector demonstrate high levels, significant divergences from the sample are unlikely. Future studies shall be implemented using large samples in different areas of the state as the sector continues to grow. Special studies on social entrepreneurship and partnerships in the small bar and restaurants sectors and on the growing regulation of this sector are also advisable.

5.2. THEORETICAL IMPLICATIONS

This paper has interpreted the concept of organisational agility within the emergent service industry with limited resources, namely the small bar/restaurant sector. This was a movement from the extant studies which were focused on the manufacturing industry dominated by large firms with well-established resources. Additional characteristics of agility as well as the challenges of firms to act agile were identified within the context under examination. As result, the following agility strategies were identified: ongoing market assessment via building and maintaining mutually beneficial relationships with all industry players; consolidation of resources via comprehensive supplier management; cost savings via focussed market differentiation as opposite to working across the broader market offering; and continuous development of firms capabilities via staff development programs. These agility strategies have been identified in the context of an emergent industry and can be recommended to all firms striving to survive in similar conditions of highly differentiated services and operating with limited resources and capabilities.

5.3. MANAGERIAL IMPLICATIONS

This paper inform managers on the specific context and its agility drivers. The paper also summarise the emergence pattern of the new sector within the traditional hospitality industry. The driving forces behind the emergence of the small bar/restaurant sector have also been identified, including those operating challenges and restrictions shaping venues within the sector. The timing of the study cannot be more fortunate: since the resource boom in Western Australia has slowed down in the recent year, the practitioners and policy makers alike question: where to after the resource boom is over and what are the alternatives for the state economy? The current study she some light at such an alternative. Finally, the feasible agility strategies developed for use in the sector provide practical and market specific solutions for venues within the sector. Again, increasing the development and growth of the sector will not only boosts employment rates, but contribute to the development of culture within the City of Perth, as desired by local government (City of Perth, 2014). Practical contributions are validated by the Small Bar Association of Western Australia that contacted the researchers to obtain results of this study.

This paper explored agility drivers and agility capabilities of firms in the emergent sector of small bar/restaurant in the hospitality industry in Perth, capital of Western Australia.

The nature of this small and vulnerable sector with limited resources of firms and strong competitive pressure from the traditional players of the hospitality industry makes agility a crucial factor of firms' survival. The strongest drivers of agility in this sector are changes in consumers' preferences and technological changes in the process of providing services (starting from an online booking and finishing by sharing consumer feedback on received service through social media). The most critical actions that have to be undertaken by the firms in the sector to be able to act agile are ongoing learning from the market, consumers and competitors and collaboration with competitors and consumers in co-creation of consumer value.

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STRATEGIC INNOVATION APPLICATION IN CREATIVE INDUSTRIES IN LATVIA

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Abstract

The purpose of the research is to identify if the companies operating in the Creative industries (CI) in Latvia are aware of the importance of Strategic innovations (SI) and the role of SI in contributing to a company's sustainability and, consequently, its competitiveness. Design/methodology/approach - The chosen research method is the quantitative one that will enable to measure the hypothesis basing on statistical data. The survey of the research work sticks to a questionnaire, which contains 19 questions. The survey has been sent out to around randomly selected 500 creative industries companies, whereby the number of respondents comprises 58.

Findings - In order to successfully implement directions towards SI introduction and further development in CI companies, a focus could be set on the leadership activities, HRM team, and also professional associations. These three factors are able to crucially impact on the SI development in Latvia. Research limitations/implications - The necessity of more advanced and comprehensive application of SI in CI is evident. Therefore, it would be important to extendedly provide further research evidence on the essence and positive effects of SI on business performance in CI.

Practical implications - For the implementation of SI a leadership team should distinctively communicate the company's commitment to the particular innovation and underline the logic behind it. To enable that, leadership should illustrate clear and adequate signals concerning the significance of the activities and eradicate unnecessary ones.

Originality/value - The conducted research enabled to define the level of SI application within the framework of CI in Latvia.

Keywords: creative industries, strategic innovation, sustainability, leadership, drivers

1. INTRODUCTION

Nowadays, with the evolving of new technologies, market environments are changing and altering at a quick pace challenging, thus, enterprises. Many enterprises are finding themselves in highly inconstant markets and face the need of re-conceptualizing their market strategies. While markets become instable, the focus of businesses is put more and more on quality, price, delivery, and innovation as well (Drejer, 2006). The latter are faced vague industrial conditions, which stimulate them towards finding the most optimal ways out in order to survive in a complicated climate.

Striving to successfully solve the emerging issues, enterprises realize the urgent need in resolute and radical changes in their operations as well as the ability to preserve their sustainability. Dynamically reinventing strategies and business models in compliance with changing circumstances, i.e. applying strategic innovations, is a key factor for achieving the desired business sustainability.

Strategic innovation is "...a fundamental different way of competing in an industry by breaking the rules of the game and thinking of new ways to compete" (Sniukas, 2007).

The problem presented in the Paper is the emerged need for CI enterprises to turn to strategic innovations for gaining business sustainability and thus contributing to economy development.

2. STRATEGIC INNOVATIONS ESSENCE AND CHARACTERISTICS

Although there is no common understanding of innovation itself among researchers, the authors of this article share the view of Preda (2013) on innovation that it implies the creation of new ideas aimed at generating value both for firms and clients depending on the presence of embedded novelties and added values in products, services, procedures, marketing or organizational issues (Preda, 2013). There are different types of innovation and among them SI is becoming more recognized as a tool to ensure business viability in the long run. SI is an approach that guides enterprises for surviving in these vulnerable markets, thus, helping to maintain or achieve new competitive advantages. According to B.B. Schlegelmilch, A. Diamantopoulos & P. Kreuz SI is considered as one of the most frequently named terms used for the application of innovation to business strategies (Schlegelmilch et al., 2010).

J. Weerawardena's point of view is based on the idea that SI is corresponding to innovation in the process of defining and carrying out the strategy of a company. It is considered to unfold the undiscovered with the purpose of acquiring new knowledge, new markets as well as spheres for competition (Preda, 2013). Petraite defines SI as the formation of growth strategies, business models, categories of new products or services, which in turn, provoke important values for clients and enterprises. So, being a holistic systematic approach, SI concentrates on producing innovations that are distinguished as periodical and revolutionary. As to Petraite, innovations turn "strategic" under the conditions of deliberate recurring process, which evolves essential difference in the value received by customers, partners and the firm itself. The whole process involves industry and market analysis, customer understanding, and strategic adaptability (Petraite, 2010).

Drejer (2006) expresses another point of view in regards to SI stating that SI is equivalent to the capability of generating and reviving the business idea and enterprise concept through altering the enterprise's market as well as its competencies and business system. From this it follows, that the main focus of SI is the development of an enterprise. So put differently, SI refers to introducing novelties to the strategy itself. The concept of SI deals with issues like selecting of optimal customers, outlining of customer value and forming of value chain. The two latter can be reached by means of recognizing, estimating and applying facilities as well as originating new ideas that derive from gathering and distributing of market information. As a consequence, it is evident that SI can bring to three possible outcomes, which are as follows:

- new business models that involve a new value chain structure;
- new markets achieved either through building new ones or restructuring present ones;
- added value for enterprises as well as clients.

SI as a concept and the thinking beyond it rests upon three pillars. The first one involves the necessity for managers to recognize the strategy for the present time as well as the strategy for the future with the purpose of remaining successful in the long run. The essence of the second pillar grounds on the theory underlining that innovation and effectiveness are to be treated differently in terms of organization types in order to achieve success since creative thinking and conventional analytical thinking in principle vary from each other. The final pillar testifies that the competition, nowadays, is focused more on business models changing competitive conditions than on product-markets or technology (Drejer, 2006).

3. DRIVERS FOR ENSURING STRATEGIC INNOVATIONS IN BUSINESS

Existing literature provides various methods of fostering SI process. Schlegelmilch et al. are among other researchers who determined major elements of this process, and namely the drivers. In their work "Strategic innovation: the construct, its drivers and its strategic outcomes" Schlegelmilch et al. state that SI has four main driving forces: culture, process, people, and resources.

Culture is the first component in the chain of SI drivers, the creation of which involves a person's opinion, interpersonal driving force and regulations within a society that define a people's community in a specific period of time and place. Contributing to a separately taken person's culture, an organizational culture supplements the performance of a company through values, symbols, beliefs, myths, language, etc. In other words, culture thoroughly impacts values, beliefs, and assumptions within a company, and namely those of the staff, which, in turn, are reflected in the behavioural model of employees along with the manner of interaction employees practice within and outside the firm. All this, as a result, determines the level of innovation capacity the firm possesses.

People are also regarded as one of the main SI drivers due to the fact that the way employees of a firm think and act defines the firm's innovation potential. The driver People is being regarded as people working inside the firm, i.e. managers and staff, together with those outside it, i.e. clients, associates, and industry leaders. Possessing such a twofold function, people present a significant factor in generating SI.

Process is the next driver of SI that deals with enhancing strategy elaboration process. The traditional strategy elaboration process is related to a well-planned, analytical procedure. Subsequently, strategic planning undergoes critiques for supporting reductionism due to proposing effortless methods, sticking to excess monitoring, and adhering mainly to historical precedents. As opposed to it, SI process is aimed at creative discovery as it is development and future oriented. Moreover, the process of SI strives to fuse new variations and exceed current business frontiers. The profitable outcome of its implementation may bring to unveiling of unchallenged competitive arena and also to revealing and following of development chances overseen by traditional processes.

The last driver of SI suggested by Schlegelmilch et al. is resources that basing on the traditional logic is to be employed with all its available assets and capabilities by an enterprise. In case company-related resources are uncommon, valuable, unique, and possess no adequate replacements, business implementation of high level is to be forecasted. Pursuant to this resource-based perspective, enterprises perceive business possibilities proceeding from their actual assets and capabilities questioning, thus, "Given what we have, what is the best we can do?" Hence, the main issue is bringing inside systems and capabilities in compliance with outside possibilities. Put differently, concentrating on actual capacities and achieving a certain level of development, the company stops utilizing new ideas that could contribute to its prosperity. So, this is the point where strategic innovators stop the pattern of combining internal capacities with external possibilities by questioning "What would we do if we were starting anew?" (Schlegelmilch et al., 2010).

As to J.C. Prabhu, R.K. Chandy, and M.E. Ellis, efficient innovations depend on companies' wide and profound knowledge base. A company possessing such extended knowledge profits in accumulating new ideas from a range of fields and markets (Leal- Rodriguez et al., 2013).

Taking into account available researches, Prince et al. underlined the significance of dialogue as an accelerator of SI especially in the reshaping of intellectual patterns. Dialogue makes it possible to thoroughly analyze present intellectual patterns and opportunities for

shaping new ones giving simultaneously impulse to important alterations required for sustainable SI. (Prince et al., 2014).

Markides and Anderson state that in spite of the presence of several driving factors positively impacting the conduction of a cardinal new strategy, information and communication technology (ICT) can be regarded as a crucial one in the successful achievements of a majority of strategic innovators nowadays. SI by means of ICT allows strategic innovators to expand their businesses rapidly. Subsequently, this expansion causes value chain shaping, which varies from industry standards and, in turn, defends innovators from rival invasions (Markides and Anderson, 2006).

Among other drivers of SI, Tse proposed a rather different view on driving forces of SI, and namely, paradoxical approach. The term paradox reflects a state of things when at least two components (for instance, ideas, demands, offers, views, feelings) although being interdependent, contradict each other at the same time, what increases with time. Aiming at SI, companies can gain organizational success through prompting contradictions and, thus, challenging actual prevailing mentalities, ordinary functions, habits, in other words, through identifying and addressing paradoxes (Tse, 2013).

4. CREATIVE INDUSTRIES CHARACTERISTICS IN LATVIA

Latvia is sticking to the CI classification of the UK DCMS models, i.e. it involves industries like advertising, architecture, art and antique market, crafts, design, fashion, film and video, music, performing arts, publishing, software, television and radio, video and computer games. Like other EU Member States, Latvia made efforts for getting closer to the British pattern when taking the first measures in CI establishment. It should be highlighted that the British Council, French Embassy, Danish Cultural Institute, Goethe-Institute, Nordic Council of Ministers, and other

Nordic Council of Ministers, contributed significantly in the process of knowledge sharing and rise of local competence level in the matters of CI in Latvia (Estonian Ministry of Culture, 2010).

In Latvia, the intensive conduction of policy-planning process involving CI has been launched around 2005 (Estonian Ministry of Culture, 2010). The significance for CI elaboration in Latvia was first presented in the Guidelines for the State Cultural Policy of Latvia for 2006 – 2015. The Latvian Ministry of Culture drew in a broad range of experts both local and international along with governmental, private and municipal institutions. Following the introduction of CI matters in the national cultural policy guidelines, the implication of creative industry topics in all major policy planning documents in Latvia has been promoted by the Ministry of Culture. The documents may vary from the National Development Plan 2007–2013 to the National Development Plan 2014–2020, the National Lisbon Programme 2005–2008 and the National Strategic Reference Framework document 2007–2013 (Compendium of Cultural Policies and Trends in Europe, 2014). The key reasons for the introduction of issues concerning CI policy imply a broadened version of general cultural policy issues:

- developing CI has a connection with matters of national identity, language, specific export products as well as the perspective for marketing Latvia on the international arena;
 - due to the fact that the Latvian Ministry of Culture is dealing with issues covering education sector of cultural and CI, the latter are interrelated with matters regarding creative people's conditions, i.e. their social security, mobility of people from the cultural sphere as well as maintaining the strategic linkage between cultural and educational sectors;
 - perception of CI as those closely linked to creating markets and the consumption of cultural products and services;
 - comprehension of interrelation of CI elaboration with the consequent enhancement of cultural administration (strategic management related to the performance, administrator trainings, setting up sound and sustainable research systems, and so on). (Estonian Ministry of Culture, 2010)
- Besides, the Cultural Policy Guidelines of 2006–2015 highlighted the interdependence between creativity and economy: “Creativity nurtured by culture and the arts in conjunction with knowledge is now the main resource for economic growth. Creative industries as a new sector of the economy ensure utilising this resource in the creation of goods and services with high added value.” (Estonian Ministry of Culture, 2010)

It can be stated that CI in Latvia concentrate more on the internal consumption and micro-business, to be precise on a small amount of employees, turnover, preservation of current market positions, rather than on business development, that means on the productivity and turnover growth (Association of persons Baltijas Konsultācijas Ltd and Konsorts Ltd, 2013).

Worth mentioning is the share of the economic input of the CI since 2002, which has been estimated and highlighted in the research conducted by the World Intellectual Property Organization (WIPO). WIPO studies ground on the level of dependence of CI industries on copyright material. Furthermore, it sets up a range of macroeconomic indicators and suggests research norms and methods. Using best international practices, the guidelines of WIPO were established and carried out in more than 45 states. The study points out the fact that CI significantly contribute to the national GDP as well as employment. What concerns the national GDP, it differs from country to country and in three quarters of surveyed countries it ranges between 4 and 6.5 per cent reaching an average of 5.20 per cent as of 2013. An above- average share of GDP owed to CI has been presented in states undergoing robust economic growth. Latvia's GDP, in particular, profited with around 5 per cent through the CI (Creative Economy Report, 2013).

As regards the national employment, the contribution of CI makes out an average of 5.36 per cent, whereas almost three quarters of the surveyed countries position themselves between 4 and 7 per cent input to national employment. Countries that enjoy an above- average share of CI in GDP present an above-average share of employment as well. Latvia exceeding the average of 5.36 per cent achieves a considerable level of CI contribution to the national employment (Creative Economy Report, 2013).

5. EVALUATION OF APPLICATION OF STRATEGIC INNOVATION IN CREATIVE INDUSTRIES

The research of this paper is covering the field of CI and deals with the role of SIs in ensuring business sustainability in this area. The hypothesis that arises from this topic is as follows: “The

application of strategic innovations has a strong influence on ensuring business sustainability in creative industries in Latvia”. The chosen research method is the quantitative one and will enable to measure the hypothesis, which is a scientifically accurate statement, used to define the relationship between two variables (Zikmund et al., 2013). The variables, which derive from the hypothesis involve “Application of strategic innovations”, which is considered as an independent variable, and “Business sustainability” referring to a dependent variable. The application of SIs in the given research work is a process that happens first and can be related to the “cause” of further changes. These changes consequently form the outcome and, namely, business sustainability. Being a dependent variable, business sustainability can be measured during the research. All in all, the initial assumption (hypothesis) of the research work is being checked during the research course and, as a result,

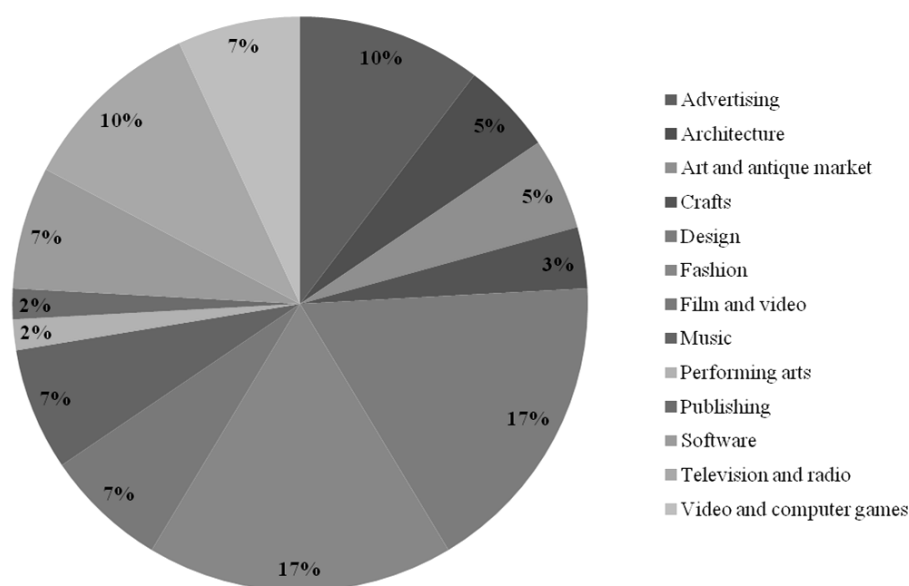
it can be either approved or refuted. In other words, it will pursue its purpose to find a reliable answer to the assumption.

The proper tool for exact evaluation of application of SIs in CI in Latvia would be a thoroughly composed questionnaire containing 19 questions. Conducting a questioning implies a written form of the survey. Similar to interviews, questionnaires involve a set of well-defined written questions that are offered to the respondent. Consequently, the final questionnaire was meant to be sent out to managers from the CI. The purpose of the whole study is to identify if the companies in Latvia operating in the CI are aware of the importance of SIs and the way they contribute to a company’s sustainability and, consequently, its success.

Conducting this survey, it would be possible to define how many firms apply SIs. So, the survey is aimed at shedding light on and proving the fact that innovation should be an integral part of business strategies since it is being assumed that SIs contribute to a company’s constant growth and, consequently, are the driving force for sustainability. First of all, it should be noted that during the conduction of the survey some of the managers refused to take part in it supposing that their companies do not have any relation to CI. Despite being proportionally just a small sample, the survey leads to the assumption that the deep understanding of the notion of CI did not gain enough expansion in Latvia.

Figure 1. Type and percentage of industries and responses respectively (percentage)

The biggest number of responses came from the design and fashion industries comprising 17%, being followed by the advertising (10%), television and radio (10%), music (7%), software (7%), video and computer games (7%), film and video (7%), architecture (5%), art and antique market (5%), crafts (3%), performing arts (2%), and publishing (2%) industries. More than half of the responses is referred to the female gender and related to the nominal measurement level, accordingly.



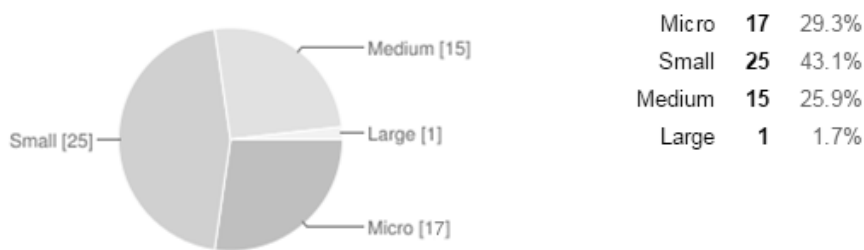


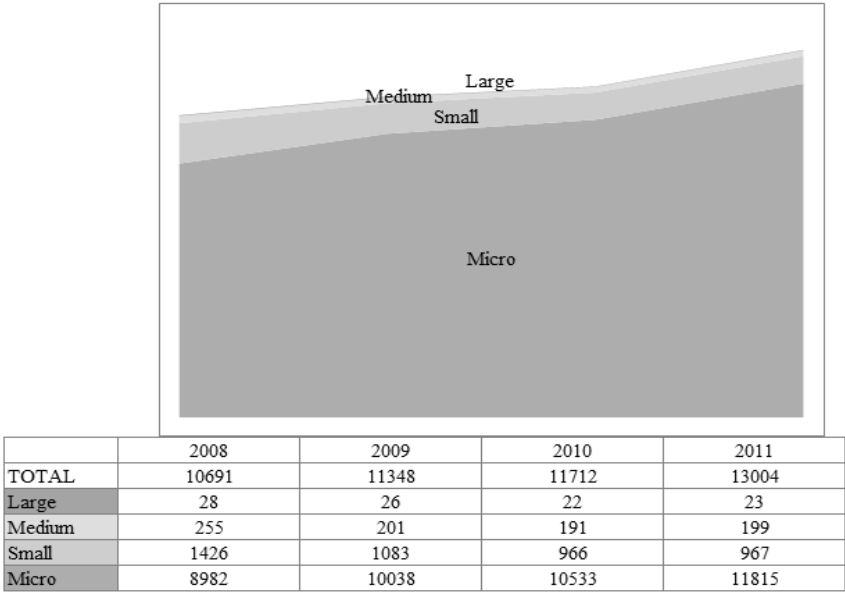
Figure 2. Types of companies according to their size (number and percentage)

As it can be seen in the figure 2. which illustrates the division of the surveyed managers in regards to the type of their company size, 17 out of 58 companies refer to micro ones, thus, making up 29,3%, and 25 out of 58 are considered as small companies reaching 43,1%. As of the survey, it is evident that micro and small companies, relating to more than half of the responses, dominate in the market. With respect to the large and medium ones, they comprise 1,7 and 25,9 percent, respectively, forming, hence, the smaller sectors among the CI in Latvia. Such kind of information has also been provided by Baltijas Konsultācijas Ltd and Konsorts Ltd in their 2012 Report “The performance of the creative industries sector of Latvia and preconditions for its targeted development”.

Figure 3. Economically active statistical units* from 2008-2011 by company size classes in Latvia (number)
Source: Baltijas Konsultācijas and Konsorts (2013)

As it can be seen in the picture above, as of 2011, Latvia’s CI and related fields are made up mostly by micro companies, to be precise, about 90% of enterprises relate to the category of micro enterprises, which implies 9 or less workers or annual turnover equal to or less than 1.4. million LVL or balance sheet total equal to or less than 1.4. million LVL. (Baltijas Konsultācijas and Konsorts, 2013) This information matches with the data arising from the survey conducted by author, thus, supplementing its validity.

As depicted in figure 3., 16 out of 52 managers (52 out of 58 indicated the company’s turnover) making out 30,76% of total respondents number relate to the companies generating a total turnover ranged between 101000 – 500000 EUR. According to the survey results, a comparatively lesser amount of companies, i.e. 28,84%, reach a turnover in the range of 0 –



50000 EUR. Moreover, only 26,91% of the companies achieve an annual turnover between 501000 and 5000000 EUR. Consequently, the average annual turnover of the surveyed companies is 750,538 EUR.

Figure 4. Percentage of respondents with respect to companies’ annual turnover (percentage)

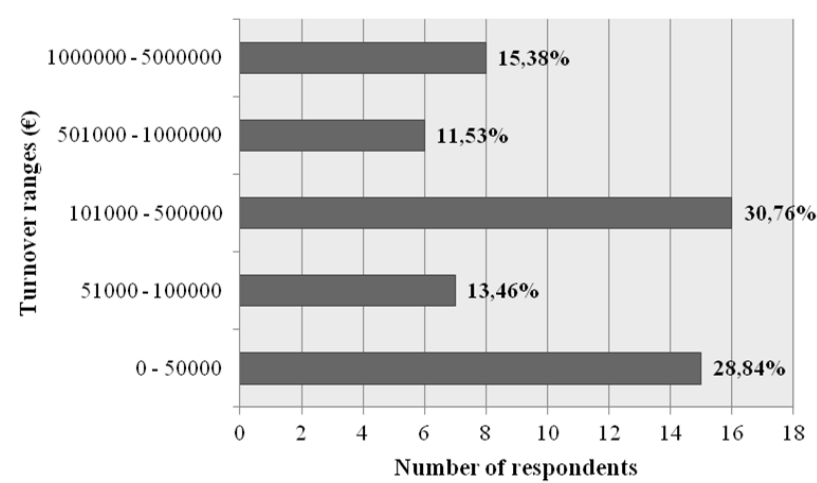
The questionnaire also included the multiple choice question “Do you agree that strategic innovation is...?” with the purpose to define the level of awareness companies’ managers have

with regards to SI. There have been provided four answer options to choose between, two of which were true (1 and 3):

- 1. a fundamentally different way of competing in an industry by breaking the rules of the game and thinking of new ways to compete;
- 2. process of creating strategy of a company, whose main activity is the implementation of innovation;
- 3. the ability to dynamically reinvent business models and strategies as circumstances change;
- 4. strategized innovation planning reflected in innovative behaviours of the firm in its current context or markets and industries.

With the choice of the first and third options, 53,4% and 24,1% of managers respectively defined SI correctly. This gives ground to imply that the overwhelming majority (77,5%) of surveyed managers are aware of the essence of SI. Following that, 77,6% of the managers confirmed their implementation of SI, whereby 22,4% stated that their companies do not pay much attention to SI.

As regards the drivers of SI that have already been mentioned before, the managers have been given the opportunity to choose which of the listed drivers in their opinion boosts SI most. Gaining 46,6% and leaving, thus, other drivers far behind, the driver People is considered by the managers as one greatly fostering SI. Although the driver Dialogue/communication has not been chosen at all, nevertheless, this cannot indicate to its unimportance. This is because dialogue being considered as a means of communication forms a part of the People driver, hence, should not be fully excluded.



Predominance of the drivers according to manager’s point of view

- Drivers of SI
- Organizational culture
- Resources (e.g. assets, capabilities)
- People (inside and outside the company)
- Strategy development processes
- Knowledge
- Dialogue/communication
- Information and communication technology
- Paradoxical logic
- Other

Number of people	Percentage	7	12.1%
3	5.2%		
27	46.6%		
4	6.9%	11	19%
0	0%	4	6.9%
1	1.7%	1	1.7%

In practice, there is an inconsiderable amount of managers, who articulate what the key drivers of SI are and some of them maybe even do not fully realize them. This leads to the assumption that respondents could answer this question relying mostly on their intuition rather on precise information.

Moreover, basing on the results of the survey in average the companies possess 18 employees, out of which 3 are managers. It should be noted that in average 2 of the managers take part in the in the process of defining the company’s strategic direction of development. It can be assumed that

involvement of at least 3 managers, i.e. all of them, could be referred as a more optimal number in proportion to the total number of employees. So, a bigger involvement of managers bringing intense cooperation and broader knowledge input would generate more ideas and, consequently, bring to better outcomes boosting, thus, SI. This process would involve at least three of the above mentioned drivers – People, Dialogue, and Knowledge.

The last question of the questionnaire was intended to find out what kind of activities from the managers’ perspective would foster the understanding of the role of SIs in ensuring business development. The three most frequently mentioned recommendations of the 48 managers, who answered this question, were:

- 1. Bringing examples (33%) by, for instance, presenting case studies both of successful companies that achieved growth after applying SI and also of those companies that failed in the implementation of SI;
- 2. The conduction of seminars, trainings, courses, and etc. (21%) that are aimed at enhancing staff’s competence;
- 3. Education level of the top management team (17%).

Among other suggestions were communicating the planned change/innovation, benchmarking, teamwork, R&D, IT, and etc.

As regards the education level of the managers, most of them, and namely 48,3%, possess a master degree.

Table 1

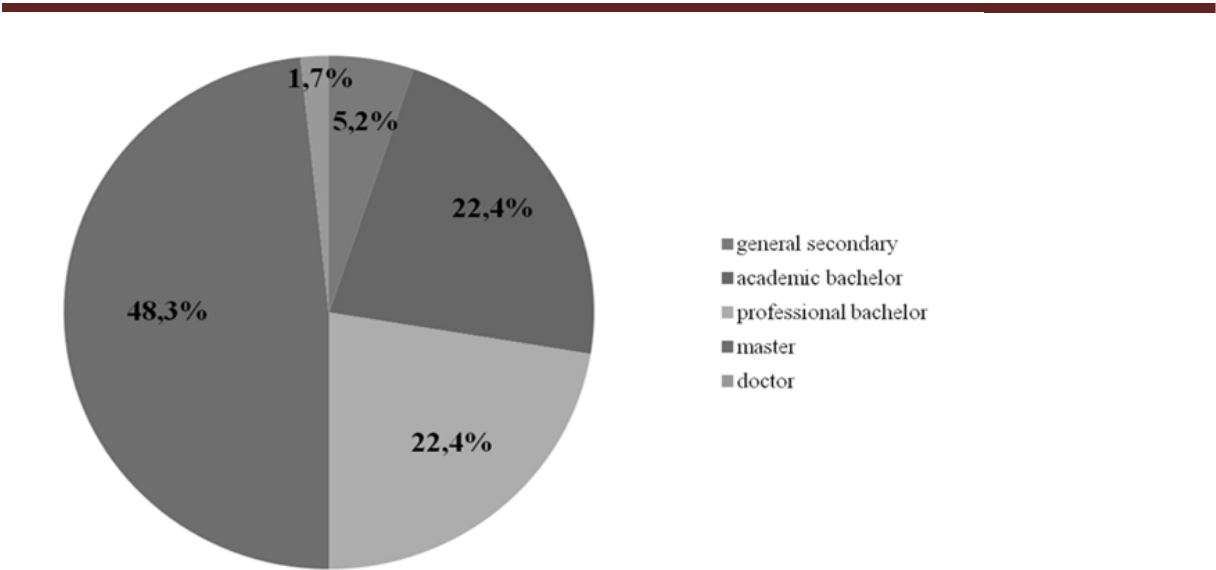


Figure 5. Education level of surveyed managers (percentage)

As it was already mentioned above 77,5% of surveyed managers are aware of the essence of SI and 77,6% conduct SI. It is evident that there is a balance between these figures as well as with the sustainability level of the companies as evaluated by the managers. 75,7% of the managers evaluated the sustainability level of their companies (scaled from 1 to 10) as lying within the interval including rates like ‘good’ (7), ‘very good’ (8), ‘extremely good’ (9), and ‘perfect’ (10). This leads to the assumption that being informed about SI and implementing it correctly affects the sustainability of a company in a positive way. These results approve the initially formulated hypothesis of the research work: “The application of strategic innovations has a strong influence on ensuring business sustainability in creative industries in Latvia”. This means that the independent variable “Application of strategic innovations” causes “Business sustainability”, i.e. influences the dependent variable. In other words, it can be a proved that SI is the driving force for sustainability and, thus, a tool leading CI to the expansion.

However, it should be noted that given the question “How much of a company’s success you think depends on applying of SIs for fostering its sustainability?”, the percentage of respondents chosen

the options 'extremely' and 'very much' comprised 58,7%. There emerges a supposition that although most of the companies are aware of SI, conduct it, and, hence, achieve a good level of sustainability, nevertheless, a relatively fewer percentage realizes that a sustainable success is considerably owed to SI. So, the implementation of SI results in corporate sustainability and, consequently, sustainability of a company is the ground for its sustainable success. According to the 2010 UN Global Compact-Accenture CEO Study "A New Era of Sustainability", "93% of CEOs see sustainability as important to their company's future success." (Bertels et al., 2010)

6. THE NECESSITY OF WIDER APPLICATION OF STRATEGIC INNOVATIONS IN CREATIVE INDUSTRIES IN LATVIA

Innovation is able to happen only if the capacity to innovate is present in an enterprise. Innovation capacity relates to the availability of resources, collaborative structures, and processes of solving issues. As regards the SMEs, the existence of resources concerns mainly financial sources as well as skilled labour force (Laforet, 2011). Observing the Latvian CI in compliance with the conducted evaluation, it is evident that the CI in Latvia is mainly made up of small and micro enterprises. According to the report "The Performance of The Creative Industries Sector of Latvia and Preconditions for Its Targeted Development", 57% of entrepreneurs evaluate that at present in the labour market there is not sufficient availability of required employees. It is especially acute for the companies that were set up in the past five years, 65% of which assess the availability of employees as not sufficient. When looking for and attracting the necessary workers for the company, in total 41% of CI companies faced with such problems as absence of qualifications and professional competence. 10% of entrepreneurs pointed out that they confronted such issues as a potential employee laziness, unreliability as well as shortcoming of communication skills and other personal characteristics of potential employees (Baltijas Konsultācijas Ltd and Konsorts Ltd, 2013).

Due to the fact that today CI in Latvia did not achieve the highest level of its expansion and are finding themselves in the development stage, this conforms to the innovation level in the corresponding industries. The Cultural Policy Guidelines 2014-2020 "Creative Latvia" highlight the fact that worldwide CI play the role of a driving force for innovations and economic competition both in the CI sector as well as in economy as a whole. This way the CI create cross-sectoral transfer effects, the so called spill-over effects, and conduce to other sectors' enterprises development. As regards Latvia, these processes are elaborating at a slow pace, which results in Latvia taking the 25th place among the EU Member States according to indicators of innovations in compliance with the 2013 report on results of the Innovation Union. Latvia's innovation capacity is comparatively lower than the average level of EU Member States, thus, Latvia has been measured as a "modest innovator" (Cultural Policy Guidelines 2014-2020, 2014).

Up to now, the role of CI in the elaboration of other sectors' innovations has been realized only within the scope of individual projects and has not turned into customary practice. As a consequence, under such conditions, there arise issues like comprehension and maintenance of innovations' significant role in the agenda as well as ensuring cooperation and synergy mechanisms for intended interaction between CI, scientific and research institutions, and other sectors of the economy (Baltijas Konsultācijas Ltd and Konsorts Ltd, 2013). It can be stated that there is interdependence between the CI and the SI conducted within them. The higher the creativity level is the more innovations, in particular SI, can be generated in Latvia. Enhancing the CI and the understanding of it within the society will positively affect the potential of SI.

Furthermore, another important aspect to mention as regards SI is its measurability. In order to find out whether a notable innovation success occurs, financial results are being analyzed. However, these are provided just at later stages of the innovation process. Therefore, it is of great importance to identify at the earliest possible time whether an innovation has a chance of success or not. For this purpose, the use of patent statistics is being generally accepted and referred to. Patents are considered as a part of the research and development phase, which belongs to the beginning of the innovation process. It is being assumed that patent indicators in this respect are a proper and useful tool, since they include not only technical but also economic information, and are already available at an early stage of the innovation process. The results of the analysis of the innovation success on the basis of patents can have a major impact on innovation management, business performance, and competitive advantage (Bock, 2006).

If considering the patents filed in Latvia in 2014 it makes up 27, out of which 13 grants have been gained. This is the highest rate among the Baltic countries (Lithuania – 10, Estonia – 8), but nevertheless, one of the lowest in the European Union. The highest amount of patents granted in the EU as of 2014 is Germany with 13086 out of 31647 filed (European

Patent Office, 2014). Using these figures as an indicator of innovation success demonstrates as well that innovation in Latvia is at a lower level and needs to be fostered.

As to the “Economic Development of Latvia 2014” report presented by the Ministry of Economics of Latvia, the growth of the national economy of Latvia is considerably impacted by the development of global economy and maintenance of stable competitiveness. According to the scenario of more rapid development, the growth in the key export markets of Latvia will be revived in 2015. Among other factors like technology and improvement of production efficiency, innovation is expected to benefit the competitiveness of the Latvian economy as well. Yet, cheap labour force and low price of resources are not supposed to influence the economy to a big extent. Pursuant to a number of in-depth analyses, low productivity and weak innovation performance form one of the main challenges to the Latvian industrial policy (NIP) actively addressed by the state (Ministry of Economics of the Republic of Latvia, 2014).

CONCLUSIONS AND SUGGESTIONS

The conducted survey enabled it to define the level of SI application within the framework of CI in Latvia. It should be noted that the results are better than expected. More than three quarters of the surveyed companies are aware of the essence of SI (77,5%) as well as conduct it (77,6%). Moreover, over three quarters of the managers (75,7%) evaluated the sustainability level of their companies as a remarkable one. From this it follows that being aware of SI and implementing it in the right way influences the sustainability of an enterprise in a positive way. These results enabled it to achieve the aim set at the beginning of the research, i.e. to prove that SI is the driving force for sustainability. However, a significantly lesser percentage of surveyed managers (58,7%) evaluated SI as an important factor for sustainability, thus, it is evident that the issue lies in the mindset, i.e. realizing that a sustainable success is considerably owed to SI. The necessity of more advanced and comprehensive application of SI is, hence, evident. Therefore, it would be important to extendedly present the essence and positive effects of SI.

Taking into account the fact that, nowadays, CI in Latvia did not reach the highest level of its expansion and are in the development stage, this conforms to the innovation level in the corresponding industries. It has been figured out that CI play the role of a driving force for innovations and economic competition. So, there is a close interdependence between SI and CI. In order to successfully implement directions towards SI introduction in CI companies, a focus should be set on the leadership activities and HRM team. These two factors are able to crucially impact on the SI development in Latvia.

For the implementation of SI a leadership team should distinctively communicate the company's commitment to the particular innovation and underline the logic behind it. To enable that, leadership has to provide clear and adequate signals concerning the significance of the activities and eradicate unnecessary ones. Hiring staff possessing creative capabilities and innovative traits as well as being able to produce diversity of ideas and commit to more innovation behaviors, the HRM team conduces to perspective SI processes. Having the potential to develop human capital, the HR management can facilitate creativity- and innovation-related attitudes, outlooks, and competencies of executives, team groups and separately taken employees by means of, for example, leadership trainings, promoter workshops, innovation coaching's or team developing measures.

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FUNCTIONS AND FEATURES OF CONTROLLING IN MULTINATIONAL CORPORATIONS

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Abstract

Era of Multinational Corporations (MNCs) started in early 2000's and immediately the role of controlling within corporations became topic of scientific discussions. During financial crisis of 2007-2009 companies have focused main attention on their survival. Economical stabilization and renewal drew attention to effective management of subsidiaries again. "The German model of controlling" which is under consideration in this article, as namely "management of management of the company" was currently described in scientific literature in comparison to human immune system. This point of view was significantly reduced scope of controlling concept. The approach largely narrows down understanding focusing only on risks missing out opportunities. Methods of analysis and synthesis have been applied, within the Grounded Theory and The Evolutionary Theory of the Multinational Corporation. The aim is to extend scope of controlling concept via analogy of human nervous system. This will help to extend approach with additional functions and features, such as reverse knowledge transfer as well as define metrics to measure controlling effectiveness. Based on theoretical studies the hypothesis of new scope of well performed controlling and additional indirect parameters for its effectiveness measurement was presented.

As main novelty a highlighting of controlling concept incompleteness need to be mentioned, and presentation of an approach which will be able to cover this gap which provides a possibility for future development of controlling concepts in management science.

Keywords: controlling concept, effectiveness of controlling, Multinational Corporations (MNCs) JEL Classification: F23, L25, M14, M16

1. INTRODUCTION

In 1990s discussions were raised regarding Controlling as necessary element of company management. Decomposition of controlling systems became more complex in every step during this evolution (Pavlovskā, Kuzmina-Merlino, 2013). The idea to take into account external factors was mentioned by Byrne and Kavanagh in 1994 for the first time. In their investigation of expansion activities to western markets they started to analyse and classify Environmental Performance Indicators (EPI). EPI split into two integrated systems - accounting measures (prevention costs and investments; operating environmental costs; contingent environmental liabilities) and non-financial measures (physical indicators; compliance) are considered. This was an example where internationalisation required more prospective than local controlling. Rapid companies' development to the higher organisational level - into Multinational Corporations (MNCs), requests new management paradigm as a key success factor. To find solution for dynamic systems one of targets would be to test strategic initiatives for their future impact before rolling them out (Kunc and Morecroft 2006). This is the reason why it is so important to develop a strong and common controlling model that will be compatible with the new development challenges.

2. METHODOLOGY AND DATA

The purpose of this paper is to present a qualitative research based on "The Firm and The Evolutionary Theory of the Multinational Corporation" and on "Business Network Theory" as contextual boundary of this study. "The Grounded Theory" was taken as main methodological approach (Strauss, Corbin, 2014). The Grounded Theory is the methodological approach for context specific inductive theory building. Beside of this, analytical research of Controlling definition was conducted. TRIZ and System Evolution Theory were used as main inductive tool set. Various authors have explained the term "Controlling" in a variety of ways. Therefore, every

scientific study faced definition issues of "control/controlling". This was the starting point of current investigation, which as outcome gives the definition of Controlling in International Business Context.

The evolutionary model of investigation as well is proved (Pavlovska, Kuzmina-Merlino 2014). If required time for hypothesis testing is comparable with tested system changes that affect testing or connected variables (in other words – experiment cannot be repeated) this method of proofing could not be accepted as relevant. The only way in this case for acceptable modelling is to create an evolutionary model of the system. Any accurately constructed evolutionary model will represent not only the system but also highlights possible future states of the system.

This research was conducted in the aim to develop a theoretical model based on evidence and contextual influence of investigated topic as namely to extend existing scope of controlling including new influencing factors such as function and informational sources and build a new prototype for MNCs purposes. As result of this pilot research a new concept of Controlling Framework in Multinational Corporation was provided. According to Ground Theory this concept testing should be conducted into further steps of research, and as result could give theoretical framework (Imenda, 2014).

Main research questions are:

1. Describe the evolutionary model of Controlling based on multi factor analyse.
2. Define and check the main assumptions that are baseman of current Controlling concept. Check them on validity and redefine if necessary.
3. Describe a new framework for Controlling in Multinational Corporations. As an additional result this validates future research hypothesis and provides background for quantitative testing and expert reviews. In order to conduct this type of research latest published evidence was analysed. Research design includes GAP analysis of the existing scope as well as definition analysis due to the absence of common understanding of the term “Controlling”. For these cases a classical literature research approach was used. As the second step MNCs approach was discussed. Starting from the fourth chapter controlling analysis was presented only from MNCs expectation point of view.

This study is comparing two models US and German but later discussion is focused only on the German Controlling model. As an additional limitation factor should be mentioned company size and profile – only MNCs but not SME. All limitations mentioned above introduce a concept and assumptions with direct focus on MNCs.

3. CONTROLLING DEFINITION AND EXISTING MODEL

The history of Controlling is quite short, but characterized by an intense maturity process of its content. Modern controlling models are much more complex and wider in comparison to the former ones, which were formed more than three decades ago, the Anglo - Saxon and German, although have some similarities. Controlling is originally a German word,

which looks as pseudo-English, and became very popular in Germany. Most often this will be translated in English as “Management Control System”. But these two terms (German and English) are not synonyms from different language. Cultural and behavioural differences give a big impact to differentiate the meaning of those.

According to Schultz (2012) in German language this comes from English “to control” and has not only the meaning of checking, but as well to manage. Controlling takes control of the company planning, coordination and control tasks, and required to provide the necessary tools and information for understanding and correcting real-time based to the management. Although work by Albrecht Deyhle (1984) presents well-developed theoretical definitions with three features: target-oriented control, controllers and managers acting as a team, and interplay between analytics and soft factors. This should be considered as the real starting point, after which the practical application of Controlling has spread rapidly. On the same time, practical application always gives chaotically development of theories. In particular, new developments have taken place in terms of scope of activities (strategy, risk, and sustainability), future orientation (e.g., early warning) and the role of the controller (proactive, jointly responsible).

Let us have a look more closely how this basic ideas were developed over the time, and whom we need to consider as main players on this field – core theory and practice developers. To organize this presentation in a more structured way we will look thought different dimensions, and measure degrees on it. The 1st dimension that will be watched-out is the scope of controlling. The 2nd will be future orientation, the 3rd – role of the controller, and the last but not least place of Controlling in the organization.

To get a second vector in our investigation we will have a look in historical scale and geographical location. At 1st, this should be split to “USA and following this principle countries” understanding from “German and following this principle countries” understanding of controlling concept. Basic difference could be shown in the scope, but not only (Table 1 was developed by authors based on Jackson (1949), Falko (2008), Vollmuth (2007), and The Dictionary for Controllers (2010)).

Table 1
Controlling model comparison USA vs German

	USA model	German model
Scope	Check and properly present information to stakeholders	Help to plan, trace and correct operational and strategical level of the business
Future orientation	Mostly check existing situation and reasons why it was happened	Beside of history tracking try to predict future
Controller’s role	Auditor, eyes and hands of stakeholder onside	Help to plan, lead and develop company
Place in the organization	As external part, only for large organizations	Internal, depending of the size some activities can come additionally

Staring from this point we will discuss only the German model of controlling, due to wider definition and responsibilities and of course due to potential outcome, which the German model gives to Multinational organizations in context of sustainability and future development. The German model was actively developed, adjusted and localized further in several countries with different level of maternity, such as Chinese, Japanese, Bulgarian, Russian and others models (Falko, 2008).

With focus on this controlling-model development evolution and main views on the prototype of the controlling instance in the real world will be presented. In this point it is very

important to understand, that every further step was increasing the previous scope of controlling, but not change this completely. This led to an increase of complexity, (scope extends) and as a result requests more and more resources. This is natural genesis – new challenges request all previous functions plus additional, and will be shown in table below. Table 2 presents the following characteristics: time periods, change of scope of controlling (only additional functions, which were included on a particular stage), prototype and main authors.

Table 2
Scope evolution of controlling development

Time period	Scope of controlling	Prototype	Main authors
1930-1970s	Finance controlling, mostly focused on cost	Simple sensor	Deyhle, A., Mann, R., Mayer, E., Vollmuth, H.J., Scown, T
1970-1980s	Support information system, reporting, single point of trust for management	Simple automat	Reichmann, Th., Preishler,P., Schaffer U.

1990s	Planning and control of budget	Simple toolbox	Hann, D., Horvath,P., Schneider,D.
	Coordination function to achieve goals and pre-defined targets	Communication center	Küpper, H.-U., Bendak, J., Schmidt, A., Weber J.
	Company management system – from planning and budgeting to correcting action implementation after deviation analysis. KPIs and business processes	Negative feedback, Homeostasis	Steinmann, H., Kustermann, B., Schreyogg, G., Newman, WH., Russell, KA., Siegel, GH., Kulesza, CS.
2000s-2014	Decision making system, knowledge management system	Immune system (react only on problems)	Steinmann, H., Scherer, AG., Ortmann, G., Sydow, J., Windeler, A., Becker, A.
On demand	Management system which provides flexible planning for dynamic targets, and provide pro-actions for unpredictable events	Nervous system	Defined by the authors

As shown from the previous table the German concept of Controlling was started in 1930s and has no significant development till 1990s, later on globalization enforces transformation from local companies level into corporations. This, as a new force, pushes a new cycle of controlling development. This moment is the starting point of export of the German Controlling Model into other countries.

4. MNCS AND NEW BASIC ASSUMPTIONS FOR THE CONTROLLING MODEL

Up to now, in the MNCs development, the parent headquarters (HQ) have a lot of challenges. For example, Foss, Foss & Nell (2012) examined HQ and determine as follows: “It is recognized that the HQ may be ill-informed, for example because of information overload, radical uncertainty, or sheer ignorance, and may suffer from “bounded reliability”.” They as well have mentioned, “that the movement away from more traditional hierarchical forms of the MNC and towards network MNCs placed in more dynamic environments gives rise to more occasions for potentially harmful intervention by HQ.”This leads us to change our previous assumptions. The first quite dangerous believe, which gives more threats than opportunities: – “We can operate, control and manage in the other markets on the same way as in our original (local) market.” The absolute confidence to the uniformity and symmetry hustles managers to ignore information asymmetry, geographical and cultural differences, time zone shifts, etc.The second assumption – “Historical information and analysis of this can predict the future”. And beside of this companies try to simplify situations with a limited number of variables taken into account.

Until now “The International Group of Controlling” recommends to use BSC (Balanced Scorecard) with 4 dimensions, which is not able to represent the impact of uncertainty. This as well will not display acceleration/deceleration as 2nd derivation on the most important trends. Reaction time with this approach is that big, that leads to work with the consequences instead of pro-active behaviour.

Taking the above into account, the 1st new assumption will be: “Markets are not homogeneous”. This assumption was indirectly confirmed by Le Cottier and Santalo (2014): "We also demonstrate that subsidiaries perform better when the distance in market munificence between their home and host markets is small. Analysis of a unique panel database, gathering ownership ties and financial performance for 3,828 listed multinational corporations (MNCs) and 18,234 of their European subsidiaries over a three year period." Based on the previous assumption, we can put forward the following: “Other markets should be operated differently as the home market. This difference is able to give a big impact into the final result.” And accordingly historical information: “Historical information can cover only a part of our future vision”.

5. NEW MODEL DEVELOPMENT

Accepting MNCs as complex systems with a lot of interactions and degrees of freedom, controlling of such systems will be represented by a multifactor model, where no factor can be pointed as major, but only jointly composition of those able to a give realistic snapshot of business.

The main gap in currently popular controlling concepts for MNCs is a lack of adaptation to dynamic environment, which concluded based on previously discussed assumptions. This can be represented based on a new prototype - Nervous system (react not only on treats but as well on opportunities, learning and self-changing through this process). To provide basement of this conclusion in the table below is presented a detailed analysis of the main functions and information sources development in controlling paradigm. Controlling ideas were presented in historical sequence; where the core concept was taken from the original definition. And the 3rd column highlights additional scope points, which were added during this step of controlling development. The last column describes to whom this controlling model is suitable indeed - company profile and company focus points. Taking into account, that the previous (earlier in this sequence) model will not be able to support all company activities due to a lack of functionality. But the next model will give more than it's required, and encumber without any additional value. The row 7 presents the new conceptual approach for designing a new controlling model - functions and sources, which is advocated by the authors.

Evolution of the Controlling concept through prism of a company profile

Table 3

	Controlling definition (core idea)	Detailed scope of controlling and information sources	Main focus and company profile
1	System of cost accounting and reporting	Main functions: Creating methods and tools of cost and later managerial accounting. Organize internal cost (managerial) accounting in company. Main sources: Accounting data (including managerial accounting approach on the later stage)	Focused on production, small companies, in the small market
2	Informational support for budgeting, funds requirements, reports and historical data analysis.	Main functions: Informational support of management. Tools for budgeting and funding. Cash flow forecast. Business planning tools. Main sources: All functional process measurements.	Focused on individual product portfolio, small companies, in the middle size market
3	Split between strategic and operational controlling. Different level of planning.	Main functions: Target definition Main sources: Planned with actual date from functional areas	Focused on future development or/and R&D, Middle size companies in the middle size market
4	Coordination function to achieve goals and pre-defined targets	Main functions: Coordination and balancing of company processes to achieve pre-defined targets. Main sources: Structured hierarchical reporting.	Focused on client's marketing with various processes inside or outside of the company, mostly middle – large size local companies in the big local markets.
5	System of management with several sub-systems of planning, budgeting, funding, as well control target fulfilment and correction action if required.	Main functions: KPI control for every functional area of the company. Deviation analysis. Main sources: KPI and deviation of targets.	Focused on the wide network organization, middle and large companies with subsidiaries, mostly with traditional hierarchical forms of leadership
6	Decision making support system, knowledge transfer.	Main functions: Complete information for decision-making. Knowledge transfers from headquarters to subsidiaries.	MNCs with traditional hierarchical leadership style which are focused into existing in the long run

		Reflection of processes and its formalization. Forecasts. Main source: Knowledge management system.	
7	Management of company management	Main functions: Corporate performance – multi process model. Effectiveness and efficiency of decision-making. Decision making unit. Methods and tools for flexible planning and company development. Main sources: Informational management system (includes but not limited) corporate performance management, ERP, CRM, MMP and others Globalization dimension Environment factors	Network MNCs with focus on sustainability, effective and efficient management on all levels of the company

Evolution periods were described according to Table 2.

6. RESULTS AND DISCUSSION

Nowadays we can define Controlling as management of a company’s future, which can be described as aligning of a whole system development with its elements development, oriented on the future targets of a particular company. The future targets in this case are strategy and mission realization of the company (Drury, 2007). This approach leads us to

accept Controlling as one of sub-system of the company, which takes several roles and should grow together with the company. Controlling of development or better name, self- development of the company cannot be realized with the focus only on internal factors. As far as an environment became highly dynamic, strategic targets should be adjusted accordingly, or could became non actual rapidly. This should be included in the meaning of Controlling, and suddenly, when a company became as multinational, the sensitivity of this role increases dramatically.

As well-known from TRIZ (Altshuller, 1984) system development is always asynchrony, and different sub-systems have a different speed of development, it raises conflicts and contradictions. If we will re-phrase “The law of uneven development of parts of a system” - A system encompasses different parts, which will evolve differently, leading to new contradictions. Without alignment and balancing the system became ineffective and inefficient, and this successively leads to no possibilities to reach strategic targets. To visualize and understand controlling we can find several analogies in biology or engineering science. One of them - controlling we can imagine as a nervous system, which keeps coordination between different, processes and systems like organs, muscles and etc. Any of us could a expect result of functional problems of nervous system in organism, similar situation with not working controlling in organizations. And, of course, there are rules - similar to biology science, the nervous system complexity should correspond to bio-system complexity. The rule might be repeatable in management science as well.

The new controlling model, according to our prototype will coordinate all types of activities in all organisational levels of the MNC and transmit signals to and from different parts of the MNC. We are looking at Controlling as an integrated morphological and functional set of various interrelated structures that are mutual activities of all MNC systems and generate a response to internal and external conditions changes. Signals will have a different level. Some of the signals should have highest priority on the level where they are appearing, like the reflex of hand’s withdrawal from the hot.Aggregation of indicators for transmitted signals, in this cases as well not that trivial thing. In simple aggregation we can lose “weak signals”. Or get average value with lost meaning and give misinterpretation. That is why aggregation of signals should be developed based on fuzzy logic.

CONCLUSIONS

Looking to the nature of controlling taking into account recent globalisation processes, guides us to review the described opinion. The development of the new controlling model was highly

required from MNCs and is a critical factor of effective management and as result of sustainability. Well-known Controlling models that are mainly based on historical data and financial information only are not able to solve all practical needs of modern MNCs. In the recent publication Controlling was observed as static tool for management decision support. Main outcomes are:

1. German model of Controlling was presented as wider than USA model. The factors that were taken into considerations were timeframe, maturity level of company, market local or global, company size and prototypes.
2. The current theory of Controlling was based on 2 main approaches: the 1st is only historical information that was taken into consideration for management and prediction. The 2nd is a unified system – procedures were applied to a whole group – headquarters and subsidiaries, and not adopted to cultural differences or other locally specific needs. The new assumptions were defined as following: “Markets are not homogenous”, “Other markets should be operated differently as the home market. This difference is able to give a big impact into the final result.”, “Historical information can cover only a part of our future vision”.
3. The study and analysis of evolution of Controlling concepts allows to define the new assumptions for designing a new model of Controlling, which is mostly based on Management approaches and Theory of Decision Making. These new assumptions give a chance to propose new features of next Controlling model generation. This defined model could be represented within analogy with human nervous system.

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PROJECT LAB AS A LEARNING TOOL FOR DEVELOPMENT OF PROJECT MANAGEMENT COMPETENCES AT UNIVERSITY

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Abstract

The article introduces the concept of the Project Laboratory (Project Lab) as an innovative learning tool in university. The concept of the Project Lab successfully integrates the students' project management academic knowledge and practical skills, attracting available external and national EU funding and utilizing the professional experience of the faculty in project development and management. The essential part of the Project Lab is students' teamwork – development of real life project application. The aim of the article is to analyze Project Lab pedagogic aspects – learning methods and gained competences, as well as to present and interpret the results of the Project Lab in the RISEBA University. On the basis of the analysis of the results, the further development of the Project Lab is presented for discussion.

The study is done using the desk research, providing literature review about learning methods and project management skills, as well as the project funding opportunities. Besides, an empiric study on Project Lab implementation in Latvia, RISEBA University is carried out, including analysis of quantitative and qualitative data gained during the last three years.

On the basis of the study results the authors have made conclusions and recommendations for further Project Lab development. The authors are coming up with further Project Lab activities in university, diversifying the Project Lab concept for international and multidisciplinary teams and different study levels. In order to measure the efficiency of the Project Lab, the authors have identified the next steps in the improvement of the Project Lab, such as development of the monitoring system of the project outcomes, which can be integrated in the university quality management system, as well as applying the Project Lab concept in multinational teams both for international students and the Erasmus exchange students. The Project Lab as a learning method may be adapted in other universities, regardless of the country of residence.

Keywords: teaching project management, active learning, linking theory and practice, project management competences

1. INTRODUCTION

The publicly available EU and national funds from one side, and a gap in practical linking of academic environment and the working life from the another side have led to a new solution in RISEBA University – The Project Laboratory (Project Lab) as a learning tool for development of professional business project applications during the study process. The concept of the Project Lab integrates the implementation of the students' project management academic knowledge and practical skills, attracting available external and national EU funding, utilizing the professional experience of the faculty in project development and management. The concept of the Project lab is developed basing on the case in RISEBA University. The Project Lab is realized as an internship, where the students apply their knowledge in practice, working in teams under the supervision of the teacher. During the internship students strengthen the project management knowledge and train their professional skills, particularly the soft skills. After piloting the Project Lab concept for three years, results are summarized and analysed both from professional project management perspective and pedagogical viewpoint.

The aim of the research is to present the Project Lab as a learning method, including the learning outcomes and through these aspects to analyse the results and perspectives of the Project Lab in

the RISEBA University. The article provides answers to the research questions: In what extent the Project Lab is linked to the practise? Which EU funds are most popular for the Project application development? Which project management skills do the students gain during the Project Lab?

The first chapter provides pedagogical justification of the project Lab concept – providing overview of different learning types, particularly the active learning, problem based learning and cognitive learning used in the Project Lab. Also the set of skills, defined by Springer and Price is presented in this chapter.

In the second chapter the research methodology and design are described, including the research aim, object and the research questions.

The third chapter includes the description of the Project Lab concept, and provides summary and analysis of the Project Lab results in RISEBA University during 2013-2015.

The conclusions are based on the study presented in this article, and include concrete recommendations for the further improvement of the Project Lab concept and its implementation. The conclusions are generalized and applicable in other universities. Also the conclusions include several theses for further research discussion in project management education area.

2. THEORETICAL BACKGROUND

2.1. PEDAGOGICAL JUSTIFICATION

From the pedagogical viewpoint, the Project Lab students are adults, working in parallel to their studies, and most of them have work experience.

Therefore, Project Lab is dealing with teaching adult persons, and that is why the adult teaching methods should be referred. According to Rogers (1996) adult education is student- centred, that teachers of adults should be more concerned with what their students are doing than what the teachers as teachers are doing.

Project Lab is dynamic learning, especially from the teaching viewpoint. The teacher is active all the time reassessing the student participants, evaluating process. Amending and redefining the goals, reconstructing the methods and content and learning all the time from the participants. The learners too are active, clarifying their intentions and changing their objectives. The teachers and learner join together in relation to a third element (project), a series of agreed but changing goals (Rogers, 1996).

Project Lab is based on active learning. Learning is a positive activity on the part of the learner calling in almost all cases for an act of the will (Rogers, 1996). Active learning has been explored by Dale (Dale, 1969). According to the traditional theory of active and passive learning, Dale divides all teaching and learning into two big groups – active and passive. Depending on the level of activity of the students, they can better learn the subject. As more active the students are involved in the learning process, more permanent is the knowledge gained. Passive learning includes such activities as reading, listening, viewing images, and watching videos. According to the Dale's theory, learning passively, after two weeks students remember 10-50% of the subject matter. However, active studies, including workshops, presentations, simulations and doing real things help the students to remember up to 90% of the experienced subject. Project Lab is a typical active learning, as the students learn by doing,

Project Lab is cognitive learning. The process of cognitive learning consists of recall and recognition of knowledge, comprehension, understanding the material, exploring it more actively; the application of the comprehended knowledge, using it in concrete situations; then exploring each new situation by breaking it down into its constituted parts (analysis) and building it up into new concepts (synthesis), and finally evaluation in which the learners come to assess the new knowledge, to judge its value in relation to the realization of their goals (Rogers, 1996).

Project Lab is experiential learning. Learning cycle starts with experience, proceeding through reflection on experience, and leading to action which in its turn becomes concrete experience for further reflection (Rogers, 1996). Roger states, that each of the learning cycle stages calls for different learning approaches and appeals to different kinds of persons – experimenters or pragmatists, activists, reflectors and theorizers. In Project Lab this is organized by carrying out the

team work, where each student can take his/her natural role and give the best contribution to the team work.

Experiential learning is closely linked to the problem based learning. Problem based learning motivates students to define the problem, search for the concepts and cooperative learning. It improves communication skills, and supports a powerful classroom learning process which uses real-life problems. Problem-based learning requires people work with a group or a team, copes with different situations, improves self-learning and self-evaluation skills and motivates people to practice these skills, identifies the steps which are required for implementing the problem based learning as following: a) clarifying concepts, b) defining the problem and listing the concepts which need to be learned, c) brainstorming, d) systematic classification, d) formulating the learning objectives, e) lectures and self – study, f) clearing up and, g) reporting (Ganiron T.U., 2014). Project-based teaching improves the quality of teaching and learning and contributes to cognitive development of higher level involving students into solving of complicated and innovative problem solutions, teaching them complicated processes and procedures such as planning and communication, promoting authentic research and self-directed learning (Lasauskiene and Rauduvaite, 2015).

Many studies support the fact that students participating in project-based learning experiences show significantly higher learning outcomes than traditional instructional methods (Frank and Barzilai, 2006).

Students of the Project Lab usually have different academic backgrounds, interests and experience, applying different learning styles in the cognitive learning process. The learning styles in the Project Lab can be (Rogers, 1996):

- • □ Analogical thinking – use of existing knowledge and experience – Project Lab students can use their multidisciplinary knowledge and experience in development of a new project;
- • □ Trial and error – Project Lab students are allowed to make mistakes and to learn from them at the same time this method can be called discovery learning, where students are active, not passive learners, however this learning requires ability to reflect and analyse – summarize the experience and reflect on it;
- • □ Meaningful wholes – to move from simplified wholes to more complex ones, to select out essential wholes from non-essential ones.
- • □ Less memory, more imitation, where students rely more on understanding for retention, not memory, and use demonstration (e.g. present and discuss the achieved results) for learning.

The traditional constructivism pedagogic theories emphasize the learning by doing principle. This principle joins all the above mentioned learning types. Findings of the Shariff, Johan and Jamil (2013) study shows that giving students' group projects enable students' soft

skills to be developed as the tasks are embedded into the real authentic tasks and in actual environment; and with proper supervision and guidance from the lecturer as project advisor, it accentuates learning by doing.

2.2. PROJECT MANAGEMENT COMPETENCES

According to the Project Management Institution forecast of the project management industry growth (PMI, 2013), it is expected that between 2010 and 2020, 15.7 million new project management roles will be created globally across seven project-intensive industries. Along with the job growth, there will be a significant increase in the economic footprint of the profession (PMI, 2013).

As the project management becomes more important, effective education is vital for organizational competitiveness. In the nearest years, there is expected increasing demand for graduates of university project management programs in all types of industries and also a high demand for other professionals with project management competencies.

The exposure of project management students to 'real' situations through the provision of appropriate learning environments, and the need for them to reflect on their own skills in, and attitudes to projects, has been put forward as an essential strategy to promote more sensible and adequate responses to the emerging complexities we see in project practice (Cordoba and Piki, 2012).

In order to provide the up-to-date project management skills, it is important to follow the tendencies in the project management teaching. Ramazani and Jergeas (Ramazani and Jergeas, 2015) have studied the pedagogic and educational aspects of the project management, and have identified three main factors which educational institutions should consider in developing project managers:

- developing critical thinking for dealing with complexity. Ramazani and Jergeas (Ramazani and Jergeas, 2015) explain that a one-size-fits-all approach to project delivery is not practical anymore. Projects create a need to develop reflective and critical thinking by going beyond routine in project education. Some of the ways how to develop reflective skills are cooperation between academics and practitioners using real cases, simulations, role modelling and other active methods of teaching. Ramazani and Jergeas (Ramazani and Jergeas, 2015) emphasize the importance of working as a team because project manager does not have all of the required skills that the team members have.

- □ developing softer parameters of managing projects, especially interpersonal skills as opposed to just technical skills. Ramazani and Jergeas (Ramazani and Jergeas, 2015) research shows a need for a balance between project managers' technical and leadership competencies. The focus of most project management education in the context of universities has been on the technical skills deemed essential to achieve project success. Another possible reason is believed that acquiring technical skills is easier than acquiring the soft skills. Most employers today expect workers to demonstrate and excel in many 'softer' skills such as teamwork and group development. They are keen to tap into these vital soft skills obtained during study and periods of work experience, rather than just degree-specific knowledge (Pant and Baroudi, 2008).
- □ preparing project managers to be engaged within the context of real life projects. Ramazani and Jergeas (Ramazani and Jergeas, 2015) explain that the context and environment play a significant role. There is a need for project management students to be involved in real settings. This is one of the best ways to facilitate the transition from theory to practice. Developing these competencies requires more commitment and cooperation from both educational institutions and participants.

Also Springer (Springer, 2013) has studied the project management learning outcomes, and faces a problem that project management has to have rigorous standards and guidelines to define the work of project management professionals, but there is not a single set of project management competencies agreed and defined. He explained that the competencies include the behaviours indicative of what is required to be successful in the respective discipline. Competencies are manifested behaviours, which can be developed through training.

On the basis of empiric study of the companies, Springer (Springer, 2013) has defined the main quantitative and qualitative project management behaviours that are identified by the companies. The quantitative behaviours include the key training on the tools and techniques that enable monitoring the costs, schedule, and technical performance baseline.

The Qualitative behaviours, resulting from this research (Springer, 2013) are - understanding the global environment - seeing the bigger picture; understanding leadership, understanding team dynamics and individual personalities - team building and team development; understanding decision making; understanding the business case for diversity and attendant inclusivity.

Furthermore, as shows Springer (Springer, 2013) research, 85% of the behaviours of the top researched companies believe qualitative behaviours are at least as important as quantitative. This

allows concluding that training of qualitative behaviours contributes to preparation of project managers demanded by the labour market. Springer's research shows behaviours a project manager shall have, but it doesn't specify the necessary skills for a project manager.

Project management as a profession and project management skills are mentioned as highly demanded in the near future market in Latvia (Ministry of Economics, 2014). The survey points out that project manager will be one of the most demanded professions in future. The project management skills, together with such skills as language knowledge, multitasking and multidisciplinary skills, leadership skills, international communication, flexibility and creativity are mentioned among the most market demanded qualities both in business and state sectors.

Recent literature reports a clear link between successful project outcomes and presence of such project management skills (Price, 2013):

- Technical skills (business analysis, change control, configuration management, contract

management, domain knowledge, estimating, facilitation skills, financial management, meetings management, project planning, report writing, requirements definition, resource scheduling, risk management, vendor management, workshop design and delivery)

- Managerial skills (communicating skills, decision making, delegating skills, HR management, organisation skills, problem solving and analysis, self-organisation, staff development, stakeholder management, team building, time management);

- Interpersonal skills (conflict management, dealing with difficult people, empathy, emotional intelligence, influencing, integrity and honesty, motivational leadership, negotiating skills, relationship building, resilience and adaptability).

Project management skills help students solve problems, become leaders, think critically, develop as team players and take responsibility. It provides experiences that help build the 21st-century skills most desired by future employers, while equipping students for success in their personal lives (Fromm and Trilling, 2013).

3. RESEARCH METHODOLOGY

The study is done using the desk research and literature review, as well as an empiric study - analysis of quantitative and qualitative data gained analysing the results of the Project Lab implementation in Latvia, RISEBA University.

Literature review is used to explain pedagogic approach and project management skills. The literature has an important function to help provide background and context to the research, establishing the research problem and the gap which researches aim to fill through the considerations of previous work (Tong, Thomson, 2015).

Desk research, particularly the internal one is used to describe Project Lab concept. The internal desk research is used for this research because its main advantage is that it involves internal and existing organizational resources to organize the collected data in such a way that it is not only efficient but also usable (Management, 2008).

Research is based on quantitative method (collected data about Project Lab) and qualitative method (feedback analysis of Project Lab students). Cresswell (Cresswell, 2013) states there are three ways to mix methods: 1) two solitudes of mixed methods, 2) sequential use of mixed methods, 3) integrated use of mixed methods. In the Project Lab research are used two solitudes of the mixed method approach, whereby both quantitative and qualitative studies feed the results but they are done separately. Two different methods are completed separately and the results are combined after the fact.

The aim of the research is to present the Project Lab as a learning method, including the learning outcomes and through these aspects to analyse the results and perspectives of the Project Lab in the RISEBA University. During the research the authors answer the research questions: In what extent the Project Lab is linked to the practise? Which EU funds are most popular for the Project application development? Which project management skills do the students gain during the Project Lab?

In order to answer the research questions, besides the review of learning methods and project management competences, the empiric analysis of the first three years Project Lab piloting is carried out. On the basis of the analysis of the results, the further development and potential improvements of the Project Lab are presented for discussion.

4. ANALYSIS OF PROJECT LABORATORY

4.1. THE PROJECT LABORATORY CONCEPT AND ORGANISATION

The Project Lab concept is developed basing on the needs of the labour market, opportunities of using university academic capacity in development of the students' professional skills, and current EU funding availability for innovative business development. The idea of the Project Lab concept is based on the University study program requirements for development of professional project management skills, and availability of EU funding for development of the project applications.

The aim of the Project Lab is to apply project management theory in practice, by development of real life project applications – searching for project funding opportunities, formulating project idea, aims and tasks in accordance to the selected project idea, and funding program opportunities, development of the project team and managing teamwork, looking for project partners and communicating with them, communicating with the relevant state/international agencies administrating the project programs, development of the project application in official form.

The Project Lab is organised in the framework of Internship. It is integrated in the curriculum of Postgraduate Business studies, and it corresponds to 9 ECTS, including both

face-to-face classes (lectures, workshops, group and individual consultations), as well as active learning and work in teams and individually (Project Laboratory Course Specification, 2015).

The Concept of the Project Lab is based on the active and experiential learning – learning by doing – making experiments, gaining experience, reflecting on that and then conceptualizing the gained experience. The Project Lab learning process allows making mistakes and stimulates students to learn from their experience. It is supposed that during the Project Lab students strengthen their theoretical knowledge in project management and gain tacit knowledge as well as qualitative and quantitative skills necessary for practical project management.

After completing the internship in the Project Lab, the students have achieved the intended learning outcomes, and are able to find relevant publicly available information on project funding, to formulate the project idea, in agreement with the project applicant, and the formal requirements of the funding programs, possess an ability to develop a project proposal according to the formal requirements, and are able to present the project proposal to the project specialists – experts.

The students' experience in the Project Lab depends also on the customers involved in the Project Lab activities. There are identified three types of the Project Lab customers: the student's residence company, the residence university, and the external customers. The first choice is the student's residence company, as it keeps the highest motivation for project application development. The external project ideas are usually presented to the students by the teacher and the representatives of the companies during the classes.

The Project Lab teachers' role is more important than the one in traditional internship or usual classes. In the Project Lab the teacher is giving lectures – review on the project management theory and summary in development of the project proposal, moderating creative thinking and discussion workshops, as well as supporting students as an individual tutor. The teacher is supervising the whole project development process, monitoring the team work and project development.

All of Ramazani and Jergeas (Ramazani and Jergeas, 2015) ideas were considered in the establishment of the Project Lab. The students work in real settings, solve issues of various levels of complexity, and apply the theoretical knowledge acquired during the internship. During this process the students apply critical thinking in analysing and assessing the information they get from their own experience in the communication and studying of official and corporate documents.

In order to describe the Project Lab organisation process, the authors have examined similar experience from Finland, particularly Turku University of Applied Sciences (TUAS). TUAS has developed a teaching and learning method, called Research Hatchery. This method is used to

involve student teams actively in development of research projects. Project Lab is similar to the Research Hatchery, therefore describing the Project Lab organization the authors refer to the project development process phases, described by TUAS (Rasanen, Kyllonen, 2013) - planning, initiating, working and closing phases. As well as the Research Hatchery, the Project Lab study process includes five main phases: preparation, planning, initiating, working and closing (see Figure 1).

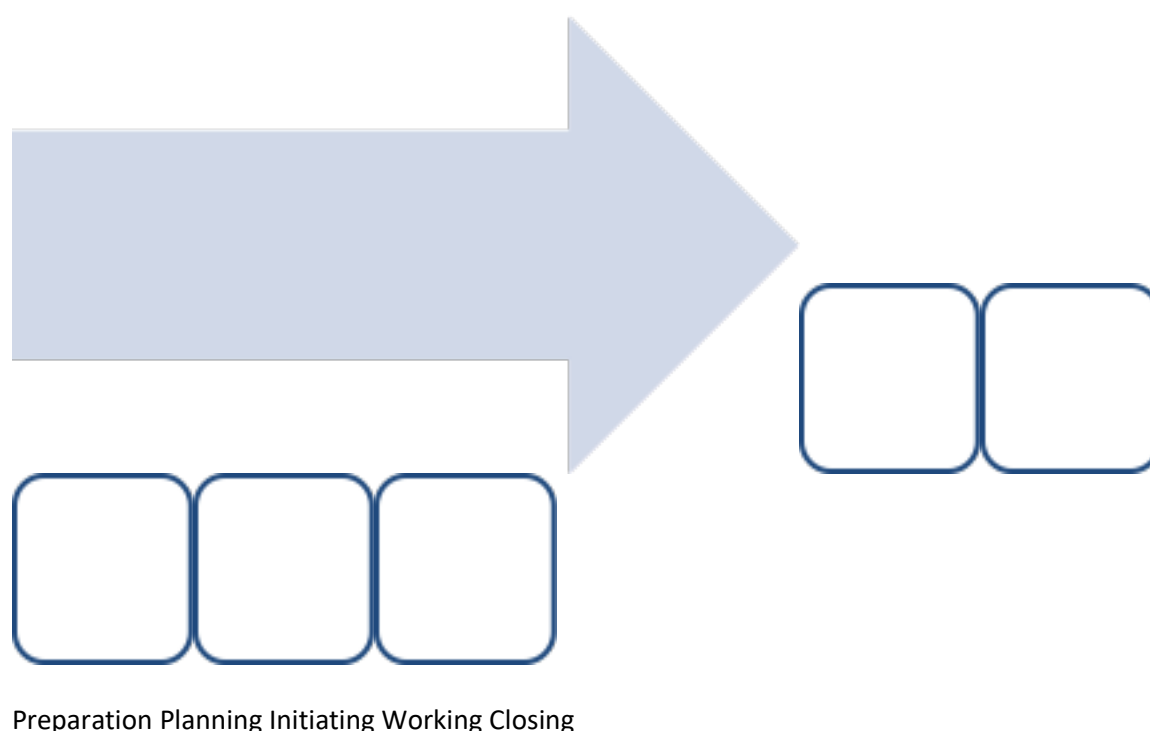


Figure 1. The main phases of the Project Lab study process.

In the preparation phase, the students review the theoretical knowledge in the scope of project application development and learn about different project funding opportunities, select the most appropriate project ideas and their relevance to the funding program opportunities. In this phase the teacher together with students reviews different customer offers, and the students choose the most appropriate project direction for them.

During the face-to-face classes, the students review their theoretical knowledge on project development, and link them with practice by preparing real project applications in teams.

The theoretical part of the face-to-face classes is illustrated with practical samples. The theoretical part includes such important topics as the basic activities in the project development process (project planning, mission and aims, project scope, time and task schedule, project management and monitoring, project team). Also, the students learn the basic rules for filling out the project application forms and submission regulations, study the sources of information for project funding programs, as well as learn about searching international, national partners and communication with them.

During the workshops students discuss their project ideas and search for project funding opportunities, selecting the most relevant ones for the implementation of their ideas. If necessary, under the leadership of the teacher, there are organized the creative thinking sessions (e.g. development of the project ideas, formulation of the project title, assessment of several project ideas and selecting the best one, etc.). Students are recommended to visit the national or international agencies, administrating different funding programs, and to learn communication with them and benefit from their advice.

In the project planning phase, the students define the project topic and develop the project concept; they agree on the team members and elect the team leader; students also plan the time for project development and the main activities, as well as assign responsibilities of the team members. In this phase it is important to understand the project funding sources and available funding. In the end of the planning phase, the student tams present the project concept in the class, and it is discussed with teacher and other classmates to clear all the questions.

In the project initiating phase the project is created. Students agree on the project concept, aims and expected results, methods, duration, resources. In this phase the students develop also the project work plan.

In this phase student teams meet individually, share their responsibilities. This phase includes both group work and individual work, where students learn to accomplish the intended tasks in time, as well as discuss the achieved results.

In this phase, the students also meet in a workshop in a class. During the workshops the students discuss and share their experience in cooperation with the agencies, and project application progress. If necessary, students use creativity techniques for development or assessment of the project ideas.

In the case of development of cooperation projects, students are supposed to organize the partner search, and communication with the potential project partners. Students learn about different partner search tools, but also they practically gain partnering communication skills. Especially valuable experience is the communication with cross-cultural partners.

In the project working phase the biggest part the project application is developed. If in the previous phase the students agreed on the concepts, terms and responsibilities, as well as the brief work plan, then in this phase they fulfil their duties according to the agreed. In this phase the major work for development of the project application is done. That requires the team work, individual work, tutorials with teacher and also with the relevant administrating agency experts.

In case of international projects, also the networking and communication with project partners has to be done. In this phase the students face most of difficulties, but at the same time the learning is the most effective. The teacher role is to support, motivate and encourage, as well as to point out the most visible mistakes. It is very important in this phase that the student groups meet and exchange experience, this way learning from each other.

In the closing phase the project application is developed and presented. Student groups come together to finalize the project application form, prepare the internship report and develop the internship review in a presentation form. During entire internship process, students fill in the internship diary, pointing out what, when and by whom was done, how long time did every activity take. During the Project Lab internship or after that, the students are supposed to submit the project application. At the end of the internship, the students provide the internship review in the format of PowerPoint presentation, covering the main project issues, challenges faced during the project, teamwork description and also a feedback on the internship as such. In the final workshop students present their projects, thus exchanging their experience and learning from each other.

4.2. SUBSTANTIATION OF THE PROJECT LAB AND ANALYSIS OF THE PILOTING RESULTS

The Project Lab concept and organisation described above, was developed on the basis of studies both of pedagogical benefits of the active learning to link theory and practice, as well as the study of the labour market needs and EU and national project funding opportunities.

Latvia as the Member of the European Union (EU) is implementing EU funded projects since 2004. According to the statistic data (Ministry of Finance, 2015), in the programming period 2007-2013 the largest financial instruments were ERDF, ESF and CF. In the programming period 2007-2013 Latvia has received EUR 4.53 billion through EU funds (ERDF, ESF and CF). In addition, Latvia also received financial resources within the framework of the European Community initiatives EQUAL and INTERREG, as well as other EU financed programmes. Most well-known of them are Youth in Action, Comenius, Erasmus, Leonardo da Vinci, Grundtvig, LIFE programme, Cross-border cooperation

programmes, European Economic Area Financial Mechanism and the Norwegian Financial Mechanism programmes, Latvian – Swiss cooperation programme.

Projects of these and other areas in the planning period 2007 – 2013 were submitted by public, private and non-governmental organisations (NGOs), groups of inhabitants, and individuals;

however, in order to spend all of the available funds, quality of the project applications is a crucial precondition.

The wide offer of the EU and national funding programs was one of the main reasons for development of the Project Lab concept as the academic platform for development of project applications.

The authors of the paper have studied the first results of the Project Lab in RISEBA University, covering the time period from 2013-2015. All the research results are obtained analysing the student's Internship reports- project applications, diaries and internship report presentations, where students were asked to provide feedback on the Project Lab process and impact to their professional skills. From the moment the Project Lab was launched until 30 June 2015 forty students have been involved in the Project Lab and they have prepared 23 project applications. The total amount of project financing has reached 1'282'377 EUR.

Considering the EU offered options of the Structural Funds (SF) in Latvia, the majority of the projects developed in the Project Lab, are the SF funded projects.

Analysing the funding mechanisms of the Project Lab projects, the most popular funding mechanism within the Project Lab has been ERDF with 6 project applications, including 3 project applications for the sub-activity „Acquiring Foreign Markets – External Marketing“, 2 – for the sub-activity „Development of a network of family doctors“, and 1 – „Development of new products and technologies – supporting the launching of production of new products and technologies“.

In EAFRD program the students have developed 4 project applications, including 2 project applications for the activity „Modernisation of rural farms“, 1 – for the activity „Creating added value to agriculture products“, and 1 – for „Supporting investments in rural farms“.

Under the EEA and Norwegian Financial Mechanism, Youth in Action, Society Integration Foundation programs, state owned joint-stock company "Latvian Development Finance Institution Altum" (ALTUM), there were developed two project applications in each of them.

One project application was drafted for each of the following financial mechanisms and programmes: ESF, Climate Change Financial Instrument (CCFI), Lifelong Learning program, LATVIAN - SWISS Cooperation Programme, U.S. Embassy grant program.

The project applications covered various fields: business development, construction, marketing activities, development of new products, education, and youth activities.

52% of the project applications were developed for private entities, 20% – for non- governmental organisations (NGO), 20% – for RISEBA University, and 8% – for public authorities. The private entities include small and middle size enterprises, rural farms, individual merchants, and family practices, whereas the public sector was represented by municipalities and educational establishments. The private, public applicants and NGOs were mainly either the enterprises, including RISEBA University, employers, or external clients. The projects are represented from all types of legal persons. It is an acquirement for the students to understand differences among various projects and gain experience from each other.

In order to improve the Project Lab performance and its recognition in the project management education area, the study of the Project Lab as a service for external customers was made. The study highly appreciated the quality of the developed projects, and as a result,

it is considered to offer the Project Lab services to the external clients as a part of the official RISEBA University service portfolio.

Analyzing the Project Lab results, the authors realized that 52% of the Project Lab projects were developed individually by one student, while the rest – by student team.

52% of project applications are developed by the student teams from 2-4 persons. Students establish the teams, according to common interests or personal features, and while developing the project application they nominate the team leader, and gain remarkable teamwork experience and

skills. 48% of students are individually responsible for project application preparation because working in business sector they prefer to develop a project application for their own companies. Those project teams include one student and employees from the company. During development of the project application the students are consulted by the Project Lab teacher thus contributing to the direct interaction of academic and real world.

A separate part of the study was devoted to analyse the Project Lab student's feedback. Students have pointed out the benefits, advantages as well as disadvantages of the Project Lab as a learning method. It is supposed that analysis of the feedback results and implementation of positive changes will lead to further improvements of the Project Lab.

During the studies of entire Project management program, the students acquire project management theory and various project management skills. In carrying out the tasks of Project Lab, the students indicated they had acquired new skills. Referring to types of skills defined by Price (2013) and based on student feedback it can be concluded that all of the listed skills are being trained:

Technical skills. During the planning stage, the development of the project application involves skills like estimating, resource scheduling, and financial management. For the development of project applications, students learn to plan meetings, manage risks related to project preparation, and draft a final report at the end.

According to the advantages listed by students, Project Lab helps in developing the technical skills as well. First of all, these are planning skills working with a real project within real settings, since most of the students have not had experience like this before. Project Lab students have come to the conclusion that planning takes a lot of time to draft a qualitative project application, and time shall be scheduled for revisions and internal communication of the final version of the application.

After the Project Lab, students are able to plan the budget, and are aware that the budget may change several times due to various internal and external factors. The financial plan of the project is very important. The students indicated that before engaging in the drafting of the project it is important to study the financial situation of a company to assess its suitability to the conditions of the project call. It is also important to verify, whether the company is able to implement the project and ensure its sustainability. Students indicated that along with the financial planning other resources should be planned as well – the assets and human resources. Timely planning the resources helps for successful planning of the budget.

Managerial skills. In order to start the development of the project application, the students should possess several managerial skills: communication skills, organization skills and self-organization, and processing forward the project, application of theoretical knowledge into practice. These skills are developed and applied during the whole Project Lab. Students learn also the decision-making skills, that are important to meet the project milestones and the schedule. During the whole Project Lab, the students train also the time management skills. The time management skills have several dimensions - management of students' own time and teamwork time in the cooperation with the customer, and also the planned time schedule of the project.

The students emphasize that the communication skills were trained the most. Communication should be precise, structured, well-considered, due, and involving all of the stakeholders. Students also pointed that the communication should be regular so that the information on the project concept, its structure, and other conditions is clear and understandable for all stakeholders. They recommend getting acquainted with the project implementation settings, since this helps in improving the quality of the project application.

Students noted that the stakeholders should be more interested in the implementation of the project idea. Most of the students stressed that the collection of information should be a highly responsible process. Documentation related to drafting the project application should be read carefully and fully understood – particularly the relevant laws and regulations, methodological materials, etc. Also, during the elaboration of the project the direct and open communication with the representatives from the managing authority is very important. Students noted they have had various experience – there were positive cases with joint solutions, and negative, when they failed to get answers to their queries that arose during the development of the project application.

An important skill the students acquired during Project Lab was the time management. Students pointed out that the development of a project application is teamwork, and any delays by a single team member affect the overall result. The teamwork and the project time management is strongly influenced by the external conditions – the availability of the EU funding programs and the chosen time period of the Project Lab. There is a high risk to launch the Project Lab activities in summer time, as there is a gap in the EU Funding availability and it is also a vacation time which impacts communication with relevant authorities and people. From the experience gained, the best timing for Project Lab activities is January – May.

Students indicated they have acquired new knowledge and experience in teamwork during the Project Lab. One of the key aspects is that a team should have one person in charge to delegate tasks, make decisions, and control the overall course of the project. Students noted that the team formed by students often lacks experience in theoretical issues of the project, and in such cases they have to work with an outsource.

Not all the projects launched in the Project Lab lead to a productive result, sometimes the started project fails. One of the main reasons is the lack of teamwork ability. The failure of the started project is a part of the learning process. A failure is a good matter to reflect on the reasons of it, to identify the gaps in the team work and also the Project Lab concept as such. It is important that also students take part in the failure analysis during the classes, and come to the conclusions about the crucial role of the team leader and team member harmony, ability to share tasks and responsibilities. At the same time, for the Project Lab organisers a failure case is a matter for the improvements of the Project Lab concept – to pay especially strong attention to the student teamwork, to monitor it and to identify any problems in the teamwork that may lead to a failure.

Interpersonal skills. The project management requires the technical and managerial skills such as planning, estimating, decision making, measuring, controlling, etc. When a subjective situation arises, a student needs various soft skills to decide on the appropriate direction of action. If all of the skills are not trained during the project application development, the students acquire them also during experience exchange with other student teams, presenting their projects during the Project Lab classes.

During the Project Lab the students improve their interpersonal skills. They indicated that it is important to remain positive also under high stress, and one shall not stop when facing difficulties and rejections. A project team should be flexible, ready to changes, and sometimes – unexpected turns. Students pointed out that the team leader should be able to motivate the team, but where a project is drafted by one person – it is important to be able to

control the situation. Team members should be open to each other, and according to student feedbacks the tasks carried out within Project Lab contribute to teambuilding at a high level.

Students have pointed out that during the Project Lab they improve both their quantitative behaviours and qualitative behaviours. Students use project management tools and techniques acquired during the study process and project application development. To draft a project application a problem should be defined and justified, activities, budget, time, human resources should be planned, sustainability of the project, risks, relation of the project with other projects and activities should be described, and thus the quantitative behaviours are trained.

Students also train qualitative behaviours:
• Understanding the global environment. In the development of project application the

students learn to understand that the development of project application is not isolated from the real world. The student should study the field of the project application theme. In doing this, the students acquire also the qualitative behaviour, called seeing the bigger picture.

• Understanding leadership. The students understand the essence of this qualitative behaviour at the end of Project Lab, when they submit and present the project application. They point out in the presentation: at what moment the most input was necessary to reach the overall aim, when they had to motivate the project team, what challenges did they face and how did they solve them. This makes the students understand the essence and necessity of leadership in the project settings.

- Understanding team dynamics and individual personalities. Teamwork is analyzed before because 48% of the Project Lab projects were developed by student team, 52% – by one student and employees from the company. It is a great challenge for the students to cooperate in development of a common project application – to share the tasks and responsibilities, to implement them, to communicate and to come to a common consensus. It allows understanding of the team dynamics and evaluating what features of personality are important in project management. As mentioned before, the concept of the Project Lab allows making mistakes.

- Understanding decision making. Decision-making is among the key skills the students have to acquire during Project Lab. The students should become aware that each decision affects the result. First decisions made by the students individually are made already choosing the project topic and funding. After that the students make decisions regularly to move forward the development of the project application.

- Understanding the business case for diversity and attendant inclusivity. Each Project Lab project is developed for a real entity representing a particular industry. To ensure the competitiveness, innovativeness of the project application, and the practical added value of the project, the students study of the particular industry and summarize and review different parameters of the business.

From the observations of the authors of the article, there are no dominating learning styles, but as the most of the Project Lab results is a team work, usually a mixed version of different learning styles is applied, and leads to a successful implementation of the intended learning outcomes. Project Lab provides the practical training environment for development of new projects, turning project ideas into real project applications. The pedagogical concept of the Project Lab allows students to make experiments, to fail, and to learn from their mistakes. The pedagogical concept of the Project Lab is adjusted to all kind of students, with different backgrounds and experience, and for multidisciplinary teams. There are no methodological restrictions - everyone can use the specific experience and relevant

knowledge and skills to reach the intended learning outcome – ability to develop a real project application.

CONCLUSIONS

Project Lab is a new and innovative concept for acquiring project management skills in Latvia.

The authors have answered the first research question – what are the advantages and learning benefits in the Project Lab, and what potential gaps might be in the organisation of the project Lab. Project Lab is closely linked to the practice – business and working world, during the learning process linking theory and practice. The project applications are developed for real entities, and they are based on real problem situations, utilizing real company resources and looking for productive and innovative solutions and leading to practically applicable results. This way the Project Lab is an excellent active and cognitive learning tool.

The Project Lab concept implies the dependence on the available EU funding programs. As the ESF and ERDF programs have recently had the biggest offer of the project calls, also in the Project Lab the students have developed the projects mainly in the programs co-funded by ESF and ERDF. The Project Lab gives a comprehensive insight in the funding programs, as well as strengthens the students' confidence on the importance of EU provided program and project financing tools.

Although the availability of EU project funding may be considered as an advantage in the implementation of the Project Lab, there is a very important risk for the Project Lab in long-term. The reduction or closing of the EU program funding may cause disturbances in the Project Lab realization. To avoid this risk, another one, modified concept of the Project Lab should be created, with similar aims but different funding options.

The study has provided answer to the second research question – how does the project Lab help students to acquire specific project management competences? The analysis of the study result present a set of essential project management skills that are gained and trained by students in the Project Lab, such as team work, communication, decision making. According to the authors' opinion, especially important is teamwork. About half of the analysed projects are developed in students' teams, but another half – by single students, in cooperation with the representatives of

the customer company. According to the research results, those teams formed from several students reach higher results than the teams consisting of one student and non-student participants. This conclusion has driven to the improvements of the Project Lab concept according to the requirements for the team size for developing project applications.

All the parties involved in the Project Lab – students, teachers and clients are satisfied with the Project Lab concept and results. However, taking into account the study results and conclusions there are marked several areas for further improvements. Firstly, in order to improve the assessment of the Project Lab results, it is foreseen to develop an assessment for evaluation of the project management skills. The defined skills should be based on the IPMA Competence baseline. It is planned to use this assessment before and after the Project Lab to identify the learning progress, comparing the results. This way both the personal development and the efficiency of the Project Lab will be measured.

Another area for improvement is the development of the Project Lab monitoring system, implementing it during the current time of the Project Lab and following the project application submission process and the project evaluation success rate. Also these data will serve as the Project Lab efficiency indicator.

After the above mentioned improvements and their piloting, it is considered that in future the Project Lab services can be offered as outsourcing services for external clients.

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