

Model Relationship between Organizational Structure, Strategy Evaluation, Jit Selling Strategies, Competence Market, Orientation Was Strategies on the Balanced Score Card, Process Organization, Effects Associated Organisations In Improving Performance Measure Manufacturing Company East Java

¹Chandra Kartika , ²Oscarius Yudhi Ari Wijaya

¹Faculty of Economics, Wijaya Putra University

²Academy Secretary and Management Indonesia (ASMI) Surabaya

ABSTRACT : *This study aimed to determine the effect linkages dimensional structure of the organization through various strategies used by organizations within the company and to provide most of the answers to the world of manufacturing companies in the business world on issues of organizational strategies often fail in implementation, then through the Balanced Score Card , organizational processes, the effects of organizational associations in improving the performance measures of manufacturing companies in East Java, because in the observation and measurement beyond increasing competition in the business world, it takes a strong organizational strategy development and well-structured and understand the needs of the organization as well as the organization's strategy to strengthen its approach to the value of the size of the balance of work and marketing competencies within the organization and with regard to the organization of various units of the organization so as to encourage companies to think effectively in assessing the application of the concept of the organization and can create value development organization that is truly effective in dealing with high dimensional stability performance manufacturing company in East Java. This research will result in an outcome study will contribute in the literature that can sustain a competitive advantage in the Organization strategy so as to improve the performance of the Company in accordance with the Key Performance Indicator each organization in East Java Manufacturing Company.*

KEYWORD : *Organizational Strategy, Strategy Evaluation, JIT Selling Strategies, Balance Score Card, Orientation was Strategy and Performance Measures.*

I. INTRODUCTION

In the face of business competition is very tight, then the organization should consider an interpretive perspective (subjective) with a look at the culture of the organization as an understanding of the formation processes that shape the reality of the organization and thus give meaning to its membership. The concept is important for understanding the formation of an interpretive perspective, is as important as understanding executed (enacted sense making) for Weick's theory of organization. Display and indicators of organizational culture does not appear out of nowhere.

All of this must be constructed and the meaning given to teaching and indicators should be raised and re-raised in the interaction. Display and indicators (stories, rites, rituals) is regarded as an act rather than as objects. In the case that often occur in the Indonesian manufacturing firms are still many experienced lower levels of performance caused due to weak implementation of organizational strategies that are used to measure the rate of growth of the company so that the size of the existing performance in the company declined consequently affect the profitability of the company as well, the more sales level increase was also influenced by a lot of the factors supporting the use of corporate strategy. And the prospect of trying to reform the organization strategically to remind changes dramatically in the strategy of the organization, such as Intel's decision to create a special chip and leave the commodity chip business is very successful, however, strategic renewal is less dramatic, but equally significant and can make modify out of the organizational structure to implement management strategies intended to achieve a goal. Updates must be approached from two sides, namely by ensuring a strategy that really fit with the current business environment and change the structure to fit the intended strategy. In this case illustrates the need for top management to analyze whether the operational structure in line with the strategy intended to dynamic business environment. This is not an unusual problem because, when competition increases, many companies change their structure to concentrate on activities that benefit a few, so it may inadvertently compromising their strategy intended.

the process of structural reform in the "Wylor Oil Co.," one of the biggest companies in the industrial segment, which lulled satisfied with seemingly stable growth prospects. Initially, the management just trying to determine how to operate more efficiently and minimize duplication of expensive services. But driven by the advice of the consultant, the core question is framed management company structure aligned with the leadership of the intended strategy. A self-learning process reveals that the intended strategy has been gradually subverted as the organization grows in complexity and specialization. Management quickly develop consensus favored a dramatic change in the organizational structure. In the organization's strategic renewal requires movement from a narrow focus on the operations and structure for a comprehensive view of the alignment. Wylor Management, in collaboration with consultants, reframed concerns. The key question becomes not whether the efficient operation of the Gulf Division, but rather how well the structure of the Division in accordance with the strategy of the company and the environment in the future. Management and consultants together to develop a data collection plan to understand the organizational structure and decision processes in the division organisasi Gulf today. Data collection also discussed how well the organization is now going to perform in a variety of environments in the future. Consultants participated in data collection by interviewing managers at headquarters, Division of Gulf and land division and cross-section of employees. Wylor top management began an investigation that it analyze the efficiency of the Gulf Division, which raises the problem of internal conflict. Some top managers found the Gulf Division structure is too large, multi-layered, and bureaucracy. Their evidence: internal coordination appears to be a problem and exploration of decision seems too long. Recommended Solution: divide division into smaller, self-contained units such as onshore division. But other top managers objected, citing strong profitability Gulf Division as evidence that the structure, which included a substantial specialization to operate in the waters off the coast, is efficient and should not be altered. According to their line of reasoning, splitting the division would require costly duplication of specific functions and create endless problems of coordination. In this case there are many lessons here to understand the problems in the organizational structure, among others, by providing training and monitoring the development of the organization. In evaluating the business impact of the training program, we noted a big difference in impact between and among organizations. When we define the "impact" of training as employees use the new skills learned in training on the job behaviors that lead to rewarding business results such as increasing sales, reducing costs, or increased retention of key staff, the impact varies from a low of 5% or less to as high as 80% or more. Even within the same organization, using exactly the same training program we see a dramatic difference. One unit or division may get a good impact while others received little or nothing.

How can the same training led to different values drastically, answer lies in the way you know how companies that take advantage of the training, how it should be organized, planned, implemented, and above all, followed and supported. Some companies reap huge profits on investment in learning by changing the way they draft strategy and manage their training process. Others, stuck in the old paradigm of training as "learning program delivery" continues to make inefficient in the expenditure of funds in the company, and failed to improve their huge investment in learning and training. The best results that training alone could never accomplish is to increase the ability - the ability to perform.

Neither the course of managerial skills, for example, can increase the skills and knowledge related to the main supervisory duties, such as coaching, or conflict resolution manager. But this is only the ability, not the value or result. The value of this training comes when the ability to change into improved performance in the workplace, when the activities of the new supervisor coach effectively using new skills in critical situations. Training learned well, but never used, or poorly used, do not produce business value invested in training. This problem, in a nutshell, the challenge to improve the return on training investment. In Getting improved performance of the employee's ability, however, performance management challenges. Do employees do the best of their ability at a certain level or less than the best, and their ability to be driven by several factors supporting, usually a popular and united under the rubric of "performance management system". While these factors may not be regulated or even viewed as a systemic entity, they continue to operate as a system, either suppress or enhance employee performance. Incentives, for example, plays a role in whether people work effectively. Direction, whether people know what they should do, is another matter. Together, these factors such as direction, feedback, incentives, awards, job aids and tools, all working together to shape and performance. When these factors are effective, complete, and the ability of employees to be utilized as a more superior performance. When they do not, consistent performance will decrease to a level far below the capabilities of employees. Unfortunately, this is what actually happens in most research training by many estimates, only 15 of the 100 people who received the new training eventually use it in ways that yield valuable performance. Business organizations today must compete as an integral part of the supply chain to achieve competitive advantage (Green and Inman, 2005; Vokurka and Lummus, 2000; Lambert et al, 1998).

Frohlich and Westbrook (2001) identify the "arc" of integration between supply chain members, both suppliers and customers, as that leads to improved financial performance. Therefore, the integration of internal and external business processes across the supply chain required to successfully manage at the level of the supply chain (Vokurka and Lummus, 2000). It is interesting conceptually and strategically, but tactically difficult, to successfully manage kineja level. Success depends on the ability of management to coordinate and integrate complex network organization relationship (Lambert et al., 1998). The just-in-time (JIT) in philosophy and related strategies that offer the coordination and integration of methods that support the supply chain management, as a strategy to expand outside of the organization (Green and Inman, 2005; Vokurka and Lummus, 2000; Claycomb et al., 1999b). JIT philosophy is transitioning from internal production function applications in manufacturing, purchasing, and design for applications in external marketing function as a means of competitive advantage through product differentiation delivery process (Germain et al., 1994). Closely tied to the relationship between buyers and sellers is essential for the successful implementation of JIT's marketing strategy. Germain et al. (1994) proposed that the adoption of JIT sales strategy will have an impact on the level of integration, performance control, specialization, and decentralization within an organization. They used data from a logistics manager who mainly represented by large manufacturing companies to assess the impact of JIT-selling in the organizational structure. Generally, the results showed that manufacturers adopt JIT-selling should expect structural changes within their organizations to support this strategy.

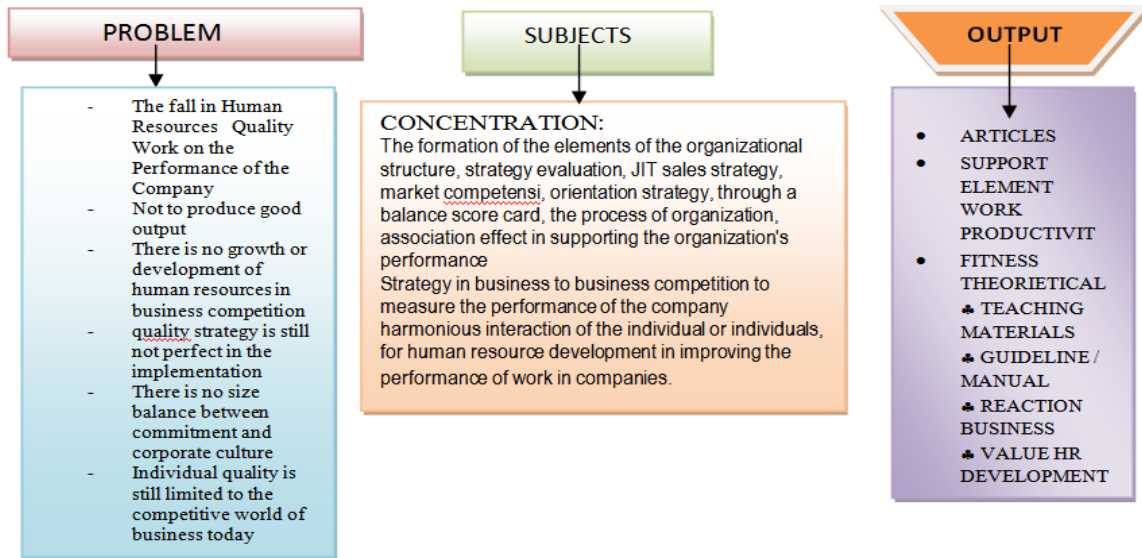
Green et al. (2008) expands the foundation for the JIT-selling in a formal study to define the term and develop a valid, reliable measure of the construct of JIT-selling. The purpose of this study was to utilize the JIT-selling new scale was developed to build Germain's et al. (1994) work related to JIT-selling effects on organizational structure. In particular, the unique contribution of this study is the use of JIT-selling six-item measurement scale, in the residence "percentage of sales made in JIT" questions identified in previous studies as a limitation, to assess the hypothesis related to JIT-selling effect on the structure organization as determined by Germain et al. (1994) and Claycomb et al. (1999a). Additionally, Germain et al. (1994) focus their data collection efforts on manufacturing executives with responsibilities related to logistics. In an effort to improve the generalization of their work, the focus of data collection for this study shifted to manufacturing executives with responsibility for marketing and sales-related.

II. MOTIVATION RESEARCH

A fundamental premise on the basis of a performance problem that has been generated and given to the organization is still considered low value, whereas the duty of the individual is to build and maintain the value of quality in work, the value of the trust leaders so that individuals can maintain this level of performance through strategic balance score card and can help to balance the size of the company's performance in order in the face of global business competition is not inferior to other countries. It is a fact how the local community resistance in looking at the world of business, in various places and times that appear on the surface of the companies that are considered not pay attention to aspects that support their performance. Some of the reasons that motivated to do research with analysis approach, the first is the advantage of qualitative analysis itself which is a method of review that most concern the qualitative approach that is objective. The larger the organization's strategy and the balance of an organization that is given by the company to employees, the greater influence on the level of performance.

OUTPUTS TARGET RESEARCH : The results of this study are expected to contribute theoretically through a rigorous analysis of the organizational structure and strategy evaluation and Selling JIT strategy and market competence and orientation was through balnced Score card strategy and organizational processes and effects of organizational associations in the development of human resources in improving the performance of the company's employees manufacturing. in order to obtain the output factors that affect the level of performance measures in the company. This research is also expected to prove as kebararuan for the development of teaching materials related to the management of marketing and human resources. It is expected to help provide input and consideration for performance improvement in each company that suit the organization, and can provide an overview of the management in making plans and strategies well and targeted to manage the dimensions used to face the competition of business, future effectively and efficient. This study is expected to contribute to science and to Enterprises, the business community in policy making related to the increase in the balance of performance in the face of business competition and make a model in support of the company's strategy.

ROADMAP OF RESEARCH : Research on organizational structure and strategy evaluation and Selling JIT strategy and market competence and orientation was through balnced Score card strategy and organizational processes and effects of organizational associations in the development of human resources in improving the performance of employees of a manufacturing company.



III. LITERATURE REVIEW

According to Chandler (Rangkuti, 2000, p3) strategy is a means to achieve its goals in relation to long-term goals, follow-up programs, and resource allocation priorities. According to Learned, Christensen, Andrews, and Guth, (Rangkuti, 2000, p3) strategy is a tool to create competitive advantage. Thus one focus of the strategy is to decide whether the business should be there or not there. According to Argyris, Mintzberg, Steiner and Miner (Rangkuti, 2000, p4) strategy is a response to continuous and adaptive to external opportunities and threats as well as internal strengths and weaknesses that can affect the organization. According to Porter (Rangkuti, 2000, p4) strategy is an excellent tool for achieve competitive advantage. According to Andrews, Chaffe (Rangkuti, 2000, p4) strategy is the motivating force for stakeholders, such as stakeholders, debtholders, managers, employees, customers, community, government, and so on, which either directly or indirectly receive benefits or costs incurred by all actions taken by the company.

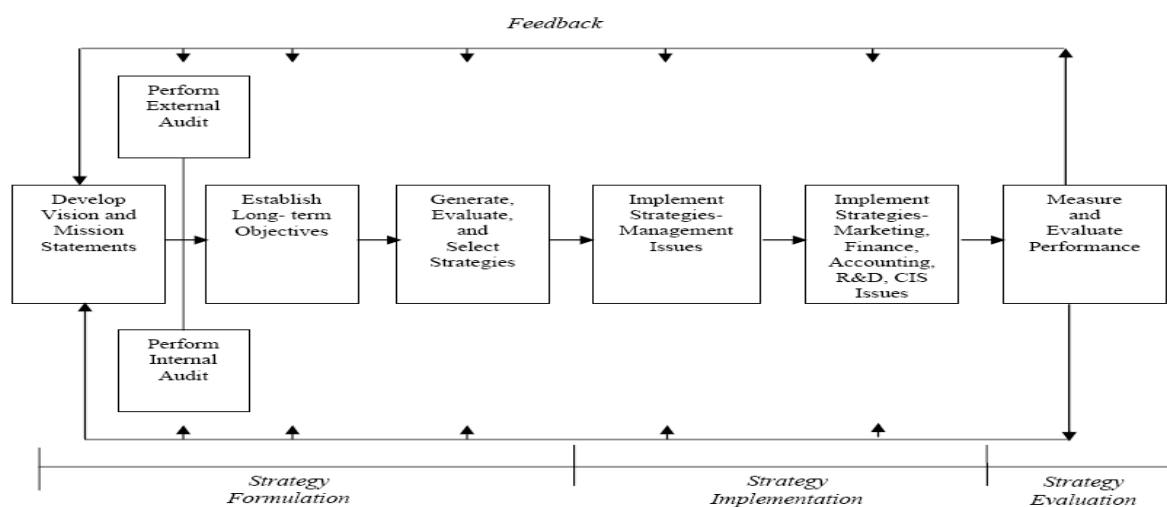
Along with the times, technological and cultural progress. Understanding strategic management increasingly expanded and substantive and comprehensive manner described by experts or expert opinion of management not only sets and specific assumptions alone but also to clarify and simplify the understanding of strategic management itself for many audiences. According to David (2010, p5), strategic management which can be called strategic planning is the art and science in formulating, implementing and evaluating cross-functional decisions that enable an organization mancapai goal. Strategic management focuses on efforts to integrate management, marketing, finance or accounting, production or operations, research and development, as well as computer information systems to achieve organizational success. Besides, is still associated with strategic management as control and managerial decision-making strategy, According Single (2004, p37) explains that the business strategy is a strategy that should be used as the basis of reasoning in the manufacture of information technology strategy for the strategies mentioned the vision and mission of the company along with performance targets of each function and structure of the organization.

Thus, strategic management relates to the process of generating a plans and strategic policy as the embodiment of the applied strategy that works to achieve the company's objectives in the short and long term. As the planning process right is the stage Formulation, Implementation and Evaluation periodically, can be used as improvised tools for performance, achievement and competitive advantage of the company. So that strategic management is a process that is very important for companies to create appropriate strategies and have the leverage for achieving the company's objectives to the fullest. It can be concluded that, The purpose of strategic management or strategic planning itself is to analyze and utilize any available resources to create new opportunities that came to be called as effective strategies for companies or organizations for the creation of competitive advantage, the achievement of corporate goals and effective implementation of corporate policies.

Stages of Strategic Management : In strategic planning, there are three important stages that can not be missed by the company when it will plan a strategy that strategy formulation, implementation / application of strategy and evaluation strategy (David, 2010, p6). Explanation stages of strategic planning:

- Formulation of strategies, is the initial stage in which the company set a vision and mission associated with in-depth analysis of the internal and external factors and long-term goal setting which is then used as a reference for creating alternative business strategies that would have been one of them to be set in accordance with the conditions of the company .
- Implementation of the strategy, is a step in which a strategy that has been through a rigorous identification of relevant external and internal environmental factors as well as the adjustment of the company's goals were adopted or implemented in intensive policies where each division and functional companies collaborate and work in accordance with the tasks and policies respectively. Evaluation of the strategy, is the final stage after the strategy applied in practice assessed its effectiveness against expectations and achievement of corporate goals. Assessment is done by measuring the factors or indicators of success are achieved and evaluate the performance of the formulation and implementation of strategies to further the future in order to better and more effectively. These stages have details of the key activities that will clarify the process of strategic planning at the company, as shown in a comprehensive strategic management model (Figure 2.1).

Figure 1.1 Comprehensive Strategic Management Model



The concept of Balanced Scorecard : Kaplan and Norton is in his paper that initiated the importance of the concept of BSC. Anonymous (2005) defines the BSC as a strategic management system and join the new measurement to the strategic objectives of comprehensive indicators. For it is made clear also that the indicators used to be an activity and the core activities of environmental organizations operate. Words that say "What you measure is what you get" into the premise in the preparation of the size of the expected results. In a study conducted by Kaplan and Norton (1992) against 12 corporations, in fact obtained that the corporation has adopted the scorecard. Calluses and Norton saw no drawback to the measurement of performance that can highlight the achievement of the objectives separately, even tend competitive, which in turn resulted in corporate conflicts.

Therefore, it needs a reason to use the scorecard concept because: 1) the scorecard brings together the tools in the management report is intact, the weakness of views on various areas of the assessed compete: become a customer-oriented company, shorten response time, improve the quality of the team, reducing the time of launch products, and managing for the long term; 2) scorecard serve as guidelines to optimize the achievement of goals. Since 1992, the concept is being developed not only by Kaplan and Norton even by other authors. Likewise, the field that adopt the BSC, the longer the more. Karathonous, D., and P. Karathonous (2005), receipts BSC for education, Kocakulah, MC and Austill, AD (2007) in the field of Health. In the field of education should be noted that the study reported by Beard (2009) which identifies the application of the BSC to the two schools that received an award from the Malcolm Baldrige National Quality Award Program concluded that the company receiving the award is gained grounds in accordance with the vision and mission of the organization after implementing the BSC. Malcolm awards focus on the success reached 11 goals, but the application of the BSC provides clearer positioning for the company. Since the implementation of the BSC can explain the consistency of performance with the organization's vision, mission and core values as well as repairs carried out by the organization.

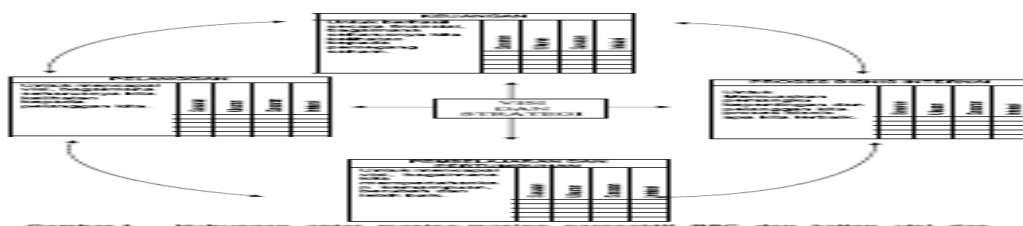
BSC then that emphasizes the nature of the management system not only allows the organization but also help the company to clarify the vision and translate it to the operational objectives, size and clear action and in accordance with the organization's mission and core values. Mutasowifin (2002), Purwanto, AT (2003) each of which initiated the implementation of the BSC in the cooperative and natural resource management. That is, as it is considered that the concept is better then many organizations adopt it. Whatever the translation in Indonesian, BSC main idea is that there is a balance board value that can be used as a measuring tool mementnukan whether an organization is considered successful or not. From the definition of a simple understanding of the Balanced Scorecard is a value card that is used to measure the performance of the balance financial and non-financial side, between short-term and long-term and involve internal and external factors. This concept was born from the observation by the authors give an answer that successful companies are based on the balance of four things: financial, customer, business process / internal, and learning-growth. From the academic view, Kaplan and Norton together with a number of companies conducting experiments. From the beginning of the year is set observations on the success or performance of the company, until it was decided that the four perspectives can indeed be used as a measure of success of the company. Until now, Kaplan and Norton have joint projects with a number of companies to determine how the company so successful. Based on this concept of balanced scorecard financial performance is actually the result or outcome of non-financial performance (customer, business process, and learning). This author's work not only in the formulation of such, but to the attempt to include a set of companies. Until now the job is still running, so it appears the company or consultant who create programs to a set of companies to participate in the program. From the observation recognized that companies that are in it progressing because every policy pengambilan still consider that perspective.

The development of BSC implementation becoming increasingly widespread, because then followed by a how advances such as the determination of remuneration to the BSC system. Even the BSC users set up software (Software) to determine how a business can succeed. From the early development can be underlined that the role of the BSC is as a measurement result, for the purpose of evaluation, far from strategic positions. However, from the series of books and research offered by Kaplan and Norton finally recognized that the problem is not at the level of evaluation BSC alone, but will have to start from the preparation of the strategy. Because in a series of books and experiments are issued by Kaplan and Norton, BSC issues must be an agreement (*commitment*) top management from the beginning. BSC became popular among practitioners and academics in the field of measurement results and the completion of a strategic problem. Pandey (2005) describes a variety of reasons why the BSC is used in the organization.

- [1] BSC is a comprehensive tool for understanding the customer and his needs, and the performance gap.
- [2] BSC prepares logic to create intangible capital and intelektual where the traditional measurement of the performance of the system difficult.
- [3] BSC is able to articulate into a reliability growth strategy focused on the business of non-financial measures.
- [4] BSC enables employees to understand the strategy and objectives link to the day to day operation of the company.
- [5] BSC performance feed back from time to time.

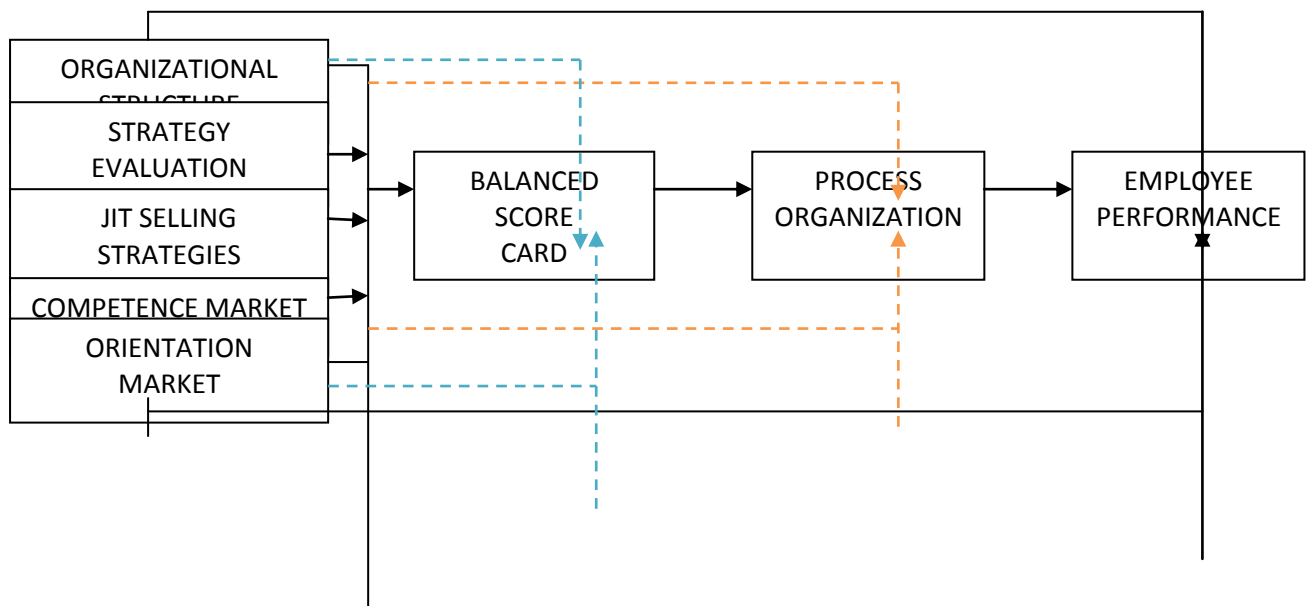
How balanced scorecard in terms of the company's strategic management system? In the strategic management system (strategic management system), there are two important stages, namely stages of planning and implementation. The position is initially balanced scorecard at the implementation stage. Balanced scorecard function here only as a comprehensive performance measurement tools to the executives and provide feedback on performance management. The impact of the successful implementation of the balanced scorecard lead executives to use the balanced scorecard in the strategic planning stage. From that moment, the balanced scorecard is no longer used as a measure of performance but evolved into a strategic management system.

Figure 1.2 Balanced Score Card Model



Balanced Scorecard is a strategy : Lowered the corporate strategy and vision and mission. Similarly important role of strategy, so that the corporate goal is not achieved, then that is wrong is the strategy. Whelen (2006) describes a variety of causes of failure of the implementation of the strategy, namely: 1) communication difficult between staff, 2) commitment weak operational management, 3) failed to receive feedback and mechanism, 4) base invalid planning, strategy formulation invalid, 5) functional planning inconsistent, and 6) resource assessment inconsistent. In the application of the BSC, there is an implicit premise that the BSC is obtained that strategy. Noting the BSC as a performance measurement that is probably the easiest thing to know, for each perspective mnejadi then lowered the target function is the measurement of performance. However, when considered how the relationship between vision, mission and strategy as early rather than fixing perspective, it can be seen that the relation of each perspective with a very powerful strategy.

Figure 1.3 : Conceptual Framework Research Model



METHOD OF COLLECTING DATA :

Data collection techniques used in this study is consistent with the principles of data collection in three case studies, namely:

Using Triangulation Method

- [1] Interviews.
According Poewardi (2001, h.75), interview is a conversation that is geared to achieve certain goals.
- [2] Observation.
Observation is the deliberate and systematic study of social phenomena and phenomena of nature, with the observation and recording (Kartono, 1996, p. 157). The goal is to understand the characteristics and extent of the significance of the interaction of the elements of human behavior in a social phenomenon which is too complex, in particular cultural patterns.
- [3] Document.
Completeness of information from the field is supported by the finding that some important documents related to the state or condition of the subject of research. Researchers are trying to find some important documents related to the condition of the subject of the case
- [4] Creating A Case Study Database
As in many types of data collection methods such as; interview, the data (data base) in this case study using a tape recorder using the MP3 player, recording interviews and field notes from the observation.
- [5] Creating a Data Delivery Chain
In this study, the researchers created a chain between the data obtained from some of the information obtained from interviews, observations and other data, so it can be used as a scenario by readers and other researchers.
- [6] Information analysis
After the researchers took to the field for collecting information about the cases studied, the next step is to analyze the information. To perform the analysis of information, researchers conducted the following steps (Widodo, et al.2005): (1) Create and Organize Data already collected, (2) Reading the Data

- Thorough Already Set, (3) Description of Case Analysis, (4) Agreeasi categorization, (5) Patterns - Patterns Category, (6) Interpretation , (7) Generalization naturalistic.
- [7] verification of Data
According Lincoald and Guba (in Nasution, 1996, h.105-122) there are several steps to assess the level of trust information in a qualitative research, among others:
- [8] Credibility (*degree of confidence*) Several ways can be done to see to it that the results can be trusted, among others: triangulation, direct participation in the field, involves peer review and peer debriefing, using reference materials.
- [9] Transferability (*Power Transfer*) The transfer value with respect to the question, to what extent these results can be applied or used in other situations observation and documentation, the base (Nasution, 1996, pp. 118-119). Dependability (Consistency Power) The main techniques for assessing the dependability is to conduct an external audit, which invites consultant or editor who understands qualitative research methods to examine the process and results of the study (Nasution, 1996, pp. 119-120).
- [10] Confirmability (*Neutrality Power*) Confirmability derived from the concept of "objectivity" in the tradition of non-qualitative. In qualitative research, the researcher should attempt to minimize the subjectivity factor. Confirmability can be achieved by checking and thorough search of the research back.

IV. CONCLUSIONS COMMENTS

In this study seeks to discuss any problems that often occur in the organization of each company, and a barrier to success in the business, when faced with economic challenges and the challenges of business competition is very tight in the world of business, it can not be separated by any industrial environment that is becoming increasingly complex and varies with the changes that are needed quickly. Model of organizational structure used by an enterprise must be supported by a number of factors that support the formation of the organization and the organization's strategic approach can be formed with good sturktual, in addition to improving the performance of human resources in an organization by applying the concept of market orientation regulating business resource on demand, and with attention to technology-based environment that can support the effectiveness of an organization in the company, as well as strengthen key performance indicators and balance balance Score Cardnya each individual in an organization that is normative and effective and sustainable in order to improve organizational performance in an enterprise (Drogendjik, 2007). In business competition surely we must also consider the model of organizational structures and models of strategies that we use in the form of a support tool for menempis organizational phenomena in the company, with attention to gaps in the organization that we have to implement the evaluation strategy, JIT Selling Strategy, Competence Market , orientation was market, Through Balance Score Card, organizational processes, organization of Securities Associations in improving company performance, so that the performance measurement process in an organization can work well because we can see kombinasi of factors of different organizations in the market variations of the existence of balance factor of a model supporting an organization formed by the company may affect the level of performance of the organization so that the company can compete in encountering free trade.

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