

The Role of Business Management Efficiency in PPP Projects in World

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Abstract:

The maximum contemporary-day global revel in suggests that public-private-partnership are regularly a public procurement that improves the manager of public and municipal assets in the production quarter. This article proposes a style for rating international locations with the assist of the chance of being successful in implementing a public-private partnerships. The sparkling approach is based on a device of symptoms to assess the usual of the institutional environment, the revel in of task implementation, the kingdom Readiness, personal companies, and therefore the society for the powerful implementation of public-private partnership duties. we increase a substitute method to stay difficult Russia's new rules that, even though having been delivered in 2015, has already boosted a tumultuous type of new public-private partnership tasks and it's far anticipated to reinforce public-private partnership possibilities in the planet further.

Keywords: Role of Business Management, Public-Private-Partnership, Efficiency in PPP in World, Benefits.

1. Introduction

Business management the planet of commercial enterprise has passed through radical and dramatic changes in the remaining decade adjustments that gift exceptional challenges for the contemporary manager. A manager is an organizational member who is answerable for planning, organizing, leading, and controlling the activities of the organization in order that the goals are often done. Constant with a widely referenced have a look at with the aid of Henry, managers serve three primary roles: interpersonal, informational, and decision-making. Management is system of administrating and coordinating sources successfully and successfully in a try to understand the desires of the employer. Controlling is tracking the performance of the enterprise, identifying deviations between planned and actual outcomes, and taking corrective action while vital. With of these four functions that are

worried inside the system of management, if all are followed correctly the company are going to be properly ran and could have few headaches. In each employer there are managers, and every manager is classified on extraordinary degrees in phrases of the abilities they've and consequently the activities they're concerned in. managers exist at numerous stages inside the company hierarchy. Little organization may have one layer of management, where as an outsized agency may also have numerous. In maximum businesses there are three level of managers. The three degree of managers are, first line supervisor, center supervisor, and subsequently the pinnacle-degree supervisor. Managers at exceptional job stages have one-of-a-kind job obligations and therefor require distinct competencies.

First-line managers supervise who are immediately liable for producing the agency's product or handing

over its provider. They carry titles like production supervisor, line manager, phase leader, or account manager. First-line managers along facet all the opposite managers are involved in three capabilities conceptual, human, and technical. Public private partnership is an agreement/agreement between public businesses and private sectors. Public and personal sectors joins palms to adopt a challenge. Public and private partnership may also be described as " a business enterprise mission among the majority and personal sectors, repose at the understanding of each companion that meets certainly defined public needs through the suitable allocation of assets, chance and rewards.

Public private partnership may be a venture of public and private sectors and collaboration among public and private sectors. The public private partnership rely upon the expertise of both the general public and personal sectors. Public private partnership may be an agreement that entails a settlement between public and private region in the course of which personal sectors provide a public services/tasks and count on tremendous, financial, technical and operational hazard in the mission. Public private partnership may be a step toward concerning private region and to carry them in fee of enter. Public private partnership deal with people's needs simply thru the applicable allocation of assets, hazard and rewards. Public private partnership is growing each day because it's a green way of delivering the majority services to the hundreds.

2. Role of Business Management

All 'expert' people without delay stand to attention and notice the implications implemented to enterprise whilst rejecting that such notions exist within the different discipline. Dictionary definitions maintain by means of mentioning that the phrase derives from the Latin 'Manu agree' to 'lead via the hand' and that is regularly at the lowest of control capabilities; it is about giving course this is more potent than really a passing thought but no longer an order and additionally implies that the individual

doing the main knows in which he is going and goes first, willingly, to wherein the follower is being lead. The leader is not asking the follower to attempt to something he is not willing to try to himself. But permit us to move sideways for a 2nd and go away fuzzy human beings 'matters' to at the least one side and permit us to remember the tons tougher, more concrete 'commercial enterprise management' first.

2.1 What are 'Business management'?

Well, if a business enterprise is to be controlled efficaciously and successfully then at the least the board have to realize what the proper company vision and assignment is, mustn't it? Otherwise, if there may be no knowledge of what the business is to possess done all through a specific time frame the probabilities of success are highly faded. Its miles much less difficult while each are gift because this will reason making plans achievable objectives in realistic times. It's the cause at which the 'government' strategic degree manages the tactical to recognize destiny pursuits.



Fig.1. Business management

Management is a vital a part of business is planning, organizing, staffing, leading, and controlling for each business and business organizations. control are regularly described as an act that brings together all sources belonging to an agency which include human beings with the aim of accomplishing and utilizing them optimally to realize ordinary company desires. Agencies are governed by using missions, imaginative and prescient and values which stakeholders are a part of and it accordingly will become the responsibilities of organizational managers to plan, prepare lead and manage various

sports and folks who possess certain talents in the company as a way to make sure that the business enterprise succeeds in its objectives. Effective control theories are often the idea of successful throughout a commercial enterprise.

Control in any pretty organization can learn from the tried and implemented management methods. Top leaders are regularly enthusiastic to adopt the most recent theories in their organization. For example if the newest change control idea is espoused with an enormous fanfare, the team of workers are skilled nicely, just for the blessings to be gathered insignificant after a while. While the programs stutter to forestall the management turns its interest to a one-of-a-kind control craze.

These days' risky commercial enterprise surroundings has even made the role of managers within groups turn out to be more imperative and sophisticated hence making the technical and rational depiction of coping with range largely with realities of being a supervisor. For this reason, the extent of ambiguity within the commercial surroundings may require managers to defy logical and textbook descriptions of management descriptions with a view to maximize their performance.

2.2 Commercial enterprise control goals and targets

It Stands to cause that, if there are affordable imaginative and prescient and venture statements then top control dictates that appropriate, ideally numeric, goals are often derived from them for the coping with director/C.E.O./proprietor to 'personal' and be answerable for shipping in measurable timescales. This could then be cascaded down the organization, irrespective of the intensity and complexity of that organization.

At a clean level there are three simple degrees of hierarchy in any commercial business the operational, the 'management' (tactical) and consequently the government (strategic). For the 'one guy band' all 3 got to be taken into consideration and applied. Therein lies the concept of the various employer screw ups but that's for a

further time. All 3 degrees were given to be accountable and each one the objectives must funnel upwards and downwards to fulfil the achievement criteria for the business. Placing the dreams/targets and measuring people on their success towards them is on the guts of 'business control'. All special functions ought to be managed in this foundation, as instance:

- **Sales:**

- i. Director: KPIs supported business enterprise revenue, business enterprise profit; departmental profit; territory cowl; wins vs losses; client pleasure; team performance. All, as suitable captivated with market, region, high cost vs low fee, timescales and other elements.
- ii. Manager: KPIs on team sales target; income target (as above); customer acquisition; territory coverage; client pride. The above constraints apply.
- iii. Shop clerk: revenue, profit (if relevant), variety of latest bill

- **Marketing:**

- i. Company/departmental/sector sales; variety of suspects and possibilities created totally attributable; aggressive positioning (wins/losses)
- ii. Sub divisions of these counting on structure and responsibilities.

- **Operations/manufacturing**

- i. Employer sales and earnings margins
- ii. Wide variety of devices produced
- iii. Performance of kit and employee levels
- iv. Health and safety

Different capabilities like economic/criminal and human useful resource have to be in addition dealt with as must any sub-features for instance; improvement, product advertising. The above list is not always whole and it is not meant to be. It is just an example of the sort of tangible, concrete goals if you want to be measured. There are tomes written at the manner to set these and Peter Mayer (mindset is the whole thing) describes suitable targets as being

smarter (specific, measurable, doable, applicable, ethical, rewarded and gratifying strategic dreams.). There are different phrases used for the acronym however select to give up on the last one permanently reason gratifying strategic desires. The whole thing that everybody in any corporation does is focused on getting the business forward nowadays (operational level), the next day (management tactical) and in the future (control government). So, all employees now understand what music they may be marching to at every level but how does all people talents special humans are performing, individually, departmentally and at organization degree to make certain enterprise success?

- **People Management:** No longer so 'fuzzy' stuff, then 'fuzzy' stuff

Well, the solution to the above is – no-one does, except there are proper human useful resource strategies in support. What number of businesses, once more, at any degree, have those? In my revel in only some. Rarer indeed those that have the top to complete methods that assure performance along with:

- i. Hatch: recruitment -attracting the right human beings at the right time and consequently the capability to information the distinction in measurable ways (there you move- there's an honest smarter objective for HR human beings already!).
- ii. Batch: appraisal putting the right goals and normal assembly to match goals carried out with those started out. Inside the method also figuring out 'excessive flyers', succession making plans (both measurable) also as non-performers and documenting interested by motion and so forth.
- iii. Dispatch: no clean way to place this one but the moves taken should be, again, set in opposition to proper well documented conditions, Ethical and with appreciate for all people.

Nicely, that turned into non-fuzzy however what about fuzzy stuff? Have you observed that a few

human beings just control to induce extra out of human beings than others may do? What can we name that? Management? Aura? The innate or evolved (there's a query!) potential to 'lead by the hand' please re-study preceding creation. People/managers can spend an entire life blithely managing through goals and now not completely recognize the manner to get the handiest out of their human beings, continually managing to form their own goals without expertise how they will do more via their 'fuzzy' people control skills. No matter how well the corporate could also be doing and have to be enterprise managed those are those who, typically, make the only income to the foremost loyal purchaser base; may have much less human aid in manufacturing to comprehend satisfactory output; may additionally hire or assist rent the only human beings inside the marketplace.

Oh and who measures them? They will as a substitute be controlled by way of human beings that, let's repeat right here, people that 'always control to shape their very own targets without know-how how they may do extra'. Perhaps understanding this and hiring for 'fuzzy' traits is what makes proper groups high-quality. From Maslow via Herzberg to Goleman and past there has been great paintings accomplished on human's motivation through the years exactly centered on this. Companies are made from the very best down but without the right business and other human beings control capabilities with the proper methods they are going to by no means acquire success.

3. Public-Private-Partnership

3.1 What are public-personal partnerships?

Public-private partnerships refers to a criminal or /and a contractual relationship between the govt. and a private commercial organization assignment, which ambitions at turning in fundamental centers and public offerings. A personal task units up a unique industrial corporation known as a 'special cause car', to build, develop, preserve and perform for the desired contracted period. Where within the

government has invested in the venture all through a few case the government is allotted fairness. But is not obligatory and isn't always exhausted all cases.

The consortium in most times comprises of a constructing contractor, a preservation company and a monetary organization lender if crucial. The special motive vehicle has the requirement to sign the agreement with the government. Subcontractors, also to make and maintain the venture. For infrastructure area, more complex association and contracts that guarantee and verify secure profits, make public-private Partnership venture a fantastic candidate for venture financing. Public-private partnerships, is aimed closer to handing over public service concerning infrastructure, housing, shipping, health, schooling, strength and defense. A public

personal partnership can also be a cooperative association between or extra public and private sectors, usually of a long-term nature.

It includes a meeting amongst a unit of state and a commercial enterprise that brings better services or improves the metropolis's Capacity to parent correctly. Public personal partnerships are in the main used for infrastructure provision, a chunk just like the building and equipping of colleges, hospitals, delivery structures, and water and sewerage systems. Public private partnerships are notably debatable as funding tools, in large component over issues that public go back on funding is a smaller quantity than returns for the personal funder.

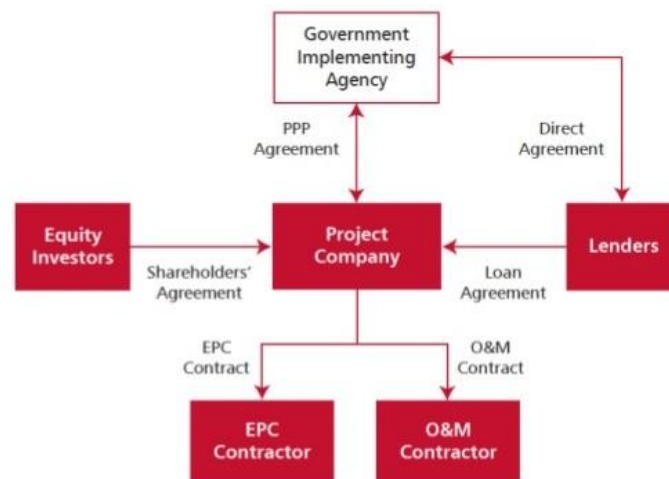


Fig.2: Typical PPP Structure

Public private partnerships are cautiously related to principles like privatization and therefore the contracting out of kingdom services. The dearth of a shared expertise of what a public private partnership is makes the tactic of evaluating whether public personal partnerships are successful complicated. Proof of public private partnership ordinary performance in phrases useful for cash and performance, as an example, is mixed and each now then unavailable. Common place topics of public private partnerships are the sharing of danger and consequently the improvement of innovation.

There's no consensus approximately the manner to define a public private partnerships. The period of time can cowl many differing kinds of prolonged-term contracts with a remarkable kind of threat allocations, funding arrangements, and transparency necessities. The advancement of public non-public partnerships, as a concept and an exercising, can also be a fabricated from the sparkling public control of the late 20th century and globalization pressures. the term "public personal partnerships" is prey to questioning in elements as opposed to the complete of the partnership, which makes it tough to pin down

a universally common definition of public non- public partnerships.

	Identify Infrastructure Need	Propose Solution	Project Design	Project Financing	Construction	Operation/ Maintenance	Ownership
Bid/Build	Public Sector				Private Sector	Public Sector	
Design/Build	Public Sector		Private Sector	Public Sector	Private Sector	Public Sector	
Design/Build/Finance	Public Sector		Private Sector			Public Sector	
Design/Build/Finance/ Operate/Maintain	Public Sector		Private Sector				Public Sector

Fig.3: Public Private Partnerships

The government of India defines a public non-public partnership as "a partnership among a public location entity sponsoring authority and a non-public location entity a criminal entity at a few degree all through which 51% or more of fairness is with the personal accomplice/s for the creation and/or control of infrastructure for public purpose for unique period of a quick time concession length on enterprise terms and every one via which the non-public associate has been procured through an obvious and open procurement device. "regular with wiener and vining", "a public personal partnership usually entails a personal entity financing, building, or managing a venture reciprocally for a promised move of payments immediately from authorities or not directly from customers over the projected life of the assignment or any other precise time period".

A 2013 look at posted in country and local government assessment found that definitions of public-non-public partnerships variety drastically amongst municipalities: "many public and private officers tout public-non-public partnerships for any big sort of sports, at the same time as actually the relationship is contractual, a franchise, or the load dropping of a few previously public provider to a non-public or nonprofit entity." a more famous time period for such agreements is "shared provider shipping", at some point of which public-region entities be part of a long facet private organizations

or non-income organizations to deliver offerings to citizens.

4. Efficiency in ppp in world

This public private partnership guide prefers to middle its explanation on "factors for incremental performance at some point of a ppp". it is diagnosed that some factors relate to a possible growth within the allocative performance (by means of using maximizing prospected benefits of the assignment),at the same time as the majority of the overall performance profits via ppp relate primarily to risk manipulate, additionally as manipulate (which includes life-cycle control) and innovation. In any case, of the ones elements are heavily interrelated and it is impossible to elucidate one without the selection.

4.1 Value management: better flexibility to control costs and "for profit" nature

The personal area enjoys a unique business organization framework that permits for higher flexibility, in phrases of control, thru flexible negotiations with subcontractors in contracts now not problem to public procurement guidelines and/or a greater flexible diligence framework at some stage in this context, the private place is not always difficulty to an identical level of social or political stress on the point of body of workers numbers and employment situations.

Truly, charge-performance in public private partnership is moreover driven by the usage of specific factors defined beneath innovation capability, dangers control and their bundled-

obligation nature manufacturing along aspect protection, all of which may be related to the “for profits” nature of the personal industrial business.



Fig. 4: Efficiency in PPP in World

4.2 lifestyles-cycle management

In a private finance ppp, the personal associate isn't always paid all through manufacturing of the infrastructure however is compensated for the well worth (capex) funding over the operational duration (see parent 1.eight). that is regularly often finished both through patron prices or thru government payments (which can be getting to be situation to deductions for awful overall performance/quality of the asset and service). the private partner want to assume upkeep dangers (each regular andsplendidMaintenance, like renovations that meet hand-again situations), so on meet the overall overall performance/remarkable standards. consequently, the private associate functions a herbal incentive to fashion and assemble the infrastructure sooner or later of how that reduces renovation and renewal risks, attempting to are seeking for out lengthy-time period savings within the satisfactory lifestyles-cycle fee.

There are different sorts of procurement (along side multiple taken into consideration ppps and not employing a non-publicFinance), like dbom contracts, during which the contractoris liable for both advent and protection. but, under a dbom, the contractor would not always have the identical incentive to search for savings within the normal lifecycle fee as it's with a ppp. as previously

cautioned, there should also be a perverse incentive for the dbom contractor to chop back the costs of manufacturing to growth margin, as it have become to be sold introduction works one after the other and generally as art workProgresses.

4.3 Reliability and Effectiveness

The private place is generally considered to be greater green in dealing with fantastic risks (with a decrease charge) thru better hazard evaluation and better control of chance activities (mitigating the hazard and/or results of the possibility or transferring them to a 3rd birthday celebration at an efficient price). as a final results, the personal area may want to require a decrease danger premium than the probably fee to the govt. . if it may not transfer the prospect. ppps switch sizable dangers toThe contractor, and for this reason offermore possibilities to reduce the risk top rate included within the well worth of the infrastructure. moreover, non-public area traders and financiers with capital and budget in danger in the undertaking will perform their personal due diligence, offering a further layer of threat oversight.

Time threat (the reliability of getting the infrastructure to be had for provider in time as scheduled) is moreover transferred to the personal companion by using manner of theReally worth mechanism: maximum if no longer all of thepayments are getting to be excellent granted as

soon as the asset is formed and commissioned. hazard transfer will in no way be equally effective if there is no capital in hazard. if a chance that has been transferred to the private area materializes, a contractor that doesn't have capital in risk can doubtlessly stroll faraway from the project with a minimal loss as in opposition to solve the problem, at the same time as a contractor with capital in chance within the course of a properly-established ppp can not gain this. risk switch lies on the center of incremental performance, and it's commonly the

most vital driver of vfm. however, it need to be nuanced: a ppp venture with low or marginal chance switch might not allow the personal accomplice to supply incremental overall performance through better hazard management and could consequently be procured through conventional method. but, transferring an excessive amount of hazard can also spoil price for cash.

4.4 Innovation

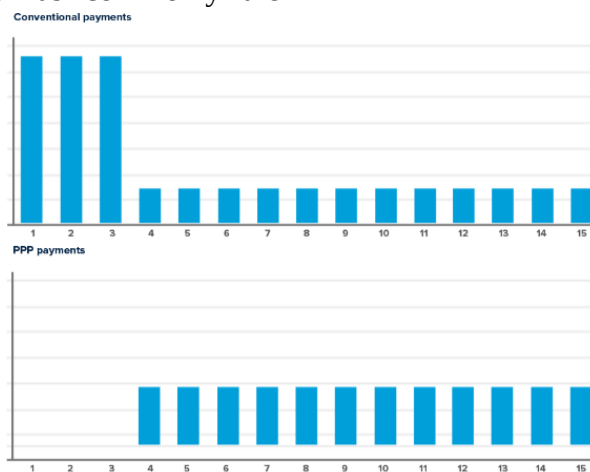


Fig. 5: Public Outflows Comparative Chart

The general performance orientated nature of ppp contracts provides a benefit with the aid of the usage of encouraging innovation. while the wishes at some stage in a contract are properly focused on typical overall performance and outputs, it is possible to offer the contractor a specific diploma of flexibility to shape and arrange its personal method and strategies. therefore, the private region's capability to innovate will provide a similarly supply of financial financial savings and efficiency. furnished the settlement is standard overall performance based (that is, there is a prescription of the output, through output or service specs or necessities, in preference to a prescription of the inputs or method), there will be room and incentives for the personal region to apply current techniques and techniques. those are much more likely to be cost-powerful in assembly the favored stage of provider ordinary performance. the way to capture those efficiencies for the benefit of most people authority and taxpayers is through

the tender and Assessment way, which need to have a big focus on fee and fee drivers.

4.5 Thinking about blessings

Overall performance is generally measured in financial rate terms. however, public policy choices should also be taken considering fees and blessings in social phrases. a few fees should be monetized and advantages should also be monetized or as a minimum qualitatively assessed. the general public personal partnership approach can also carry or capture incremental Advantages, or it'll offer savings in some social expenses if those are properly incentivised in the agreement. a ppp also can enhance the cost-benefit very last consequences via using encouraging faster creation simply so the infrastructure are going to be to be had and in rate sooner, or by means of the use of supplying greater fact within the timing of the project (time reliability).

The delivery of provider at pre-agreed stages of high-quality is some other essential element of the blessings of the ppp version. maximumPeople area's capability to take care of a dependable carrier diploma at an equal excellent is threatened thru budgetary allocations, horrible supply chain control and frame of employees turnover. the linking of charge to overall performance degrees affords a further incentive in ppps for the usual of carrier to be maintained. in general terms, a ppp is in aposition to supply greater reliability inside the time and fee of meeting the goals. so ppps can provide blessings no longer quality in terms ofOverall performance, but moreover in effectiveness.

4.6 Performance thru maximization of use/higher utilization of the asset

In responsibilities that rely appreciably on character payments, additionally as unique out of the fee variety assets of sales, above predicted efficiencies may also moreover result in above anticipatedsales additionally to fee efficiencies.in these public private partnership tasks, the personal vicinity has an incentive to growth public use of the infrastructure and to increase its economic utilization or rate. in some instances, that is regularly done via business usage of the distance/internet sites for accommodations, ingesting places, enjoyment centers, or extraordinary synergistic uses. thisincentive consequences in the private party proactively strolling the asset and introducing revolutionary procedures and methods.

5. Benefits of public-personal partnerships to the government and tax payers.

- a) Public-private company improves service shipping thanks to the merger of each sectors. the govt. concentrates on fixing policies and serving most people whilst the private region handles non-middle capabilities like working and maintain the infrastructure.
- b) cost for money -: public-non-public organization are efficiently managed, which brings approximately pride

- c) improves value-effectiveness -: way to vastEnjoy and flexibility, public-non-public partnerships gives you public offerings more affordably than different conventional partnerships. the saved quantity are frequently channelled to other offerings.
- d) increased funding publicly infrastructure -: primary amenities like hospitals, schools, highways, lessen government value of capital, assisting embrace the space among the need for infrastructure and monetary potential.
- e) a higher stage of service through innovation
- f) reduces public sectorHazard-: public private partnerships shifts the risk from public to private, which in maximum instances is exceptional managed by way of the private area, way to the very fact that it is in most instances, the personal sectors know-how or region of specialization, for instance, a non-public organisation that specializes in managing buildings can correctly deal with any danger arising from commercial land.
- g) supply capital initiatives quicker-: private buyers are more bendy in nature and have more access to economicResources from monetary company
- h) enhance finances fact -: the transfer of danger from public-non-public region reduces fee usually placed aside for unexpected situations. services are extra specific and price powerful. utilizing tax payer's cash more successfully.
- i) make higher use of belongings:-personal sectors maximize absolutely the capacity and returns in investments. this consequences to a better stage of provider, extra accessibility of public provider and reduced fee on most of the peopleZone.

6. Conclusion:

In conclusion, control capabilities and functions are a critical characteristic of an organization with the intention to make or spoil it. the argument regarding which idea sums the whole job more completely is a smaller amount vital than deriving techniques a good way to help managers address variouspractical capabilities at place of business. the present day

theories of control assist managers ineffectively finishing their jobs maintaining in thoughts the emerging traits and therefore the element of uncertainty. For that reason, it will no longer be wrong to dub them as more healthy in comparison to the historical ones. Public private partnerships have not, usually, met expectations. Supported the findings of the survey by using burger and Hawkesworth, it appears practical to expect that PPPs can also finally account for 10 to 15% of public zone infrastructure funding in OECD international locations and up to 25% in growing nations. These are in fact not insignificant percentages, however they may be not anything like what became expected of PPPs within the 1990.

Mainly, the proof suggests that public private partnership have not successfully gained an edge in the poorest countries. The research reviewed throughout this paper suggest that governments and their development companions have not performed a clearly effective activity of watching for PPP expenses and income, so exams useful for cash concerning tools like public sector comparators are often off the mark. This is frequently true of all sorts of infrastructure tasks, in developed additionally as growing nations, however especially so within the case of public private partnerships. In the growing international, especially in the poorest international locations, PPP project costs are above predicted, and profits lower. This in truth has contributed to the limited use of public private partnerships in those countries.

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