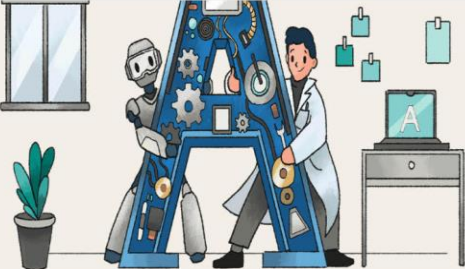


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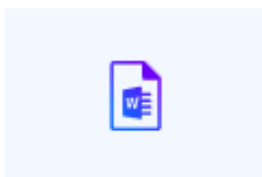
Polish Journal of Management Studies

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Poland  Universities and research institutions in Poland  Media Ranking in Poland	Business, Management and Accounting — Business and International Management — Organizational Behavior and Human Resource Management — Strategy and Management	Czestochowa University of Technology  Czestochowa University of Technology in Scimago Institutions Rankings

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> Do: "pjms-office" <pjms-office@adm.pcz.pl>
> Wysłane: poniedziałek, 3 października, 2016 14:29:26
> Temat: Article Submission
>
> Dear Editor in Chief
> I am enclosing a submission to the Polish Journal of
> Management Studies entitled "The Effect of Company
> Life Cycles on the Accrual Earnings Management with Internal
> Control System as Moderating Variable " The
> manuscript is 11 pages long and includes 6 tables and 1
> figures. This manuscript has not been published in
> another publication and is not being submitted to
> other journals.
> I will be serving as the corresponding author for this
> manuscript. All of the authors listed in the bylines
> have agreed to byline order and to submission of the
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> keeping my coauthors informed of our progress through the
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> coauthors will signed.
>
> Sincerely,
>
> Prof. Imam Ghozali, Ph.D
> Professor in Accounting
> Faculty of Economics and Business
> Diponegoro University
> Jl. Erlangga Tengah No 17 Semarang, Indonesia
> E-mail: imam_ghozali@undip.ac.id
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> Subject: Re: Article Submission
> To: "ghozali imam" <ghozali_imam@yahoo.com>
> Date: Monday, October 10, 2016, 7:43 PM
> Dear Prof. Imam Ghozali,
>
> Thank you very much for your interest in our journal. I
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> requirements. Therefore, please correct the whole article
> according to the attached file.
>
> Only in the corrected version will I be able to pass your
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>
> Yours sincerely,
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> PJMS Secretary Manager
>

2. SAAT REVIEW ARTIKEL

A. REVIEW PERTAMA

> From: PJMS <pjms-office@adm.pcz.pl>
> Subject: Article Review
> To: ghozali_imam@yahoo.com
> Date: Monday, March 13, 2017, 1:35 AM
> Dear Authors,
>
> On behalf of the Editorial Board of Polish Journal of
> Management Studies I would like to inform you that the
> article entitled
>
> "THE EFFECT OF COMPANY LIFE CYCLES ON THE ACCRUALS
> EARNINGS MANAGEMENT WITH INTERNAL CONTROL SYSTEM AS
> MODERATING VARIABLE"
>
> needs improvement according to the following suggestions
> included in the reviews.
> Review excerpts:
>
> "The author/-s undertake very important problem of
> the relationship between the company life cycles on accruals
> earnings management and analyzed the internal control
> system to moderate the relationship between the
> company life cycles on accruals earnings management. In the
> article the author/-s defined hypotheses, methodology of the
> study and presented results of research. The paper
> presents and organizes knowledge within the study area in a
> logical manner. There is a need to supply the paper with
> "Managerial Implication" section. While the conclusion
> should be extended with study limitations and future
> research proposals.
> It will be nice if the authors can relate the literature
> review to previous PJMS contents.
> The paper should be edited according to PJMS standards more
> carefully.
>
>
> Please, make all the corrections in the attached file (which
> is named with the journal's issue number and the
> author's name) and distinguish them in red type. Then
> please, send the corrected article back with the file's
> name unchanged until 31 March 2017.
>
> Yours faithfully,
> Mariusz Sroka, PhD
> PJMS Secretary Manager

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the incentive. At the stage of the life cycle is different, it is difficult to believe that all the management have the same motivation at the same time. It is difficult to find unity of opinion in doing earnings management among management in one company.

In the calculation of some of the companies experiencing the stage of the life cycle that is not in accordance with the stages that should be as described by Anthony and Ramesh (1992). This results consistent with Anggraini (2007) and Addin and Jouyban (2012). They found there is no different *accruals earnings management* in every stage of the company's life cycles. The result of this study shows there were some irregular cycles of growth to stagnate and stagnant to mature. The calculation of the life cycle found around 20% of the conditions were not in accordance with the theory and 7% have extreme changes. This condition happens because the company can make innovations and better management of funds. Sabol et al (2013) stated that the industry life cycle theory goes through different stages and each stage requires specific strategies that are effectively based on conditions on the stage itself. Industry structure will affect the rules on competition thus the company will require strategies to survive and thrive. Management needs to understand the complex knowledge and interdisciplinary makes business strategy involves an understanding of industrial companies, the affected environment, evolving technologies, innovative products, and market. By mastering a good strategy for the company and its products, management will not make a choice on earnings management that are only temporary. This opinion is consistent with Calandro and Flynn (2007) that describes the interdisciplinary methodology to allocate resources more effectively for company that can satisfy stakeholders in each stage of the life cycle of the company. The methodology provides a variety of strategies for the formulation, resource allocation and performance measurement. Slater and Zvirlein (1996) state that financial decisions derived from financial strategies and investment decisions basing the dividend.

To investigate the role of internal control system in the relation of life cycles on earning management, table 5 shows that the t-statistic value of interaction life cycles and internal control system was -1.6936 and significant in level $p < 10\%$. This results suggest that H2 accepted, the internal control system could weaken the positive influence of company life cycles on accrual earnings management.

> On Wed, 3/29/17, PJMS <pjms-office@adm.pcz.pl>
 > wrote:
 >
 > Subject: Re:
 > Article Review
 > To: "ghozali imam"
 > <ghozali_imam@yahoo.com>
 > Date: Wednesday, March 29, 2017, 4:54 PM
 >
 > Dear Authors,
 >
 > The corrections should be
 > improved:
 >
 > There is a need
 > to supply the paper with "Managerial
 >
 > Implication" section. Separate units before conclusion.
 >
 > It is a pity that the author
 > did not find any interesting
 > contents in
 > PJMS archives those would be worth for inclusion
 > to paper research. However it was not
 > obligatory.
 >
 > Yours
 > faithfully,
 > Mariusz Sroka, PhD
 > PJMS Secretary Manager
 >

Revisi yang dibuat

This study aimed to examine the effect of the company's life cycle and interaction of life cycle with internal control system to accrual earnings management. Internal control system in this study was treated as a moderating variable, the variable that could weaken the positive effect of the company life cycle and accrual earnings management. Based on the results of the research, it was found that the life cycle did not affect the accrual earnings management, but the internal control system could lower a positive influence of company life cycles to earnings management.

The existing limitations during the research process is the measurement variable life cycle takes a long time (5 years). During in five years the company's policy maybe change, they are innovation, new business strategy that can change the condition of cash, dividend payments and capital expenditures that will be able to change the life cycle. There is a possibility the length of time used to measure the life cycle is considered, as well as components that are used to predict the life cycle can be improved to better measure innovation and business strategy of the company.

The implication of this research demonstrated that internal control system weaken the positive influence of company life cycle to accrual earnings management, these results provided evidence that the internal control structure can be a tool the company to control the behavior of opportunities management in all conditions of the life cycle therefore it is important for companies to enforce the implementation of the structure of internal control in accordance with the needs of the company and confirms the auditor to perform auditing standards appropriately concerning the examination of internal control systems as a basis for determining the nature, timing and extent of tests audit. (1). The managerial implication of this research is important to focus on the process of innovation and business strategies development in every stage of the life cycle to maintain business continuity.

(2). Implication for future research is expected: (a). to use a measurement company life cycle variable that can measure the extreme fluctuation of company life cycles and the measurement can control the changes in policies and strategies company during the observation of company life cycle. (b).to expose the collaboration of independent auditor, internal auditor and the audit committee in the responsibilities of the internal control system implementation and company risk detection.

C. REVIEW KETIGA

--- On Tue, 5/23/17, PJMS <pjms-office@adm.pcz.pl> wrote:

> From: PJMS <pjms-office@adm.pcz.pl>
> Subject: Bibliography to Improve
> To: ghozali_imam@yahoo.com
> Date: Tuesday, May 23, 2017, 7:55 PM
> Dear Authors,
>
> Please complete the reference details
> of the publications distinguished in yellow in the attached
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> Yours faithfully,
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> PJMS Secretary Manager
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3. SAAT ACCEPTED ARTIKEL

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> Date: Wednesday, April 19, 2017, 7:09 PM
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>
> On behalf of the Editorial Board of Polish
> Journal of Management Studies I would like to inform you
> that the article entitled:
>
> "THE EFFECT OF COMPANY LIFE CYCLES ON THE
> ACCRUALS EARNINGS MANAGEMENT WITH INTERNAL CONTROL SYSTEM AS
> MODERATING VARIABLE"
>
> has been accepted for publication.
> The article will be published in the 15th issue
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