



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

CODEN: IJRSFP (USA)

International Journal of Recent Scientific Research
Vol. 12, Issue, 01 (B), pp. 40493-40501, January, 2021

**International Journal of
Recent Scientific
Research**

DOI: 10.24327/IJRSR

Research Article

THE TASK- EMPLOYEE PERFORMANCE IN MULTINATIONAL FIRMS: INSIGHT OF THE UPPER ECHELONS THEORY

Rizal Teguh Ekiyanto, Laila Rahmawati and Wilhelmus Hary Susilo

Postgraduate, Faculty of Business and Management, University of Persada Indonesia Y.A.I

DOI: <http://dx.doi.org/10.24327/ijrsr.2021.1201.5706>

ARTICLE INFO

Article History:

Received 24th October, 2020
Received in revised form 19th
November, 2020
Accepted 25th December, 2020
Published online 28th January, 2021

Key Words:

Employee task performance, multinational firms, leadership.

ABSTRACT

The scholars were inquiry that the multinationals had decreased task employee performance within this pandemic situation. This research could be confirm the entire research gap within the employee- factors that could lead the task performance based on the paradigm within the firms in this recent year. Moreover, the novelty research- result of the model of the pursue of task-employee performance and it's provided the contribution on body of Upper Echelons theory that it's have integrated within the new platform and policy in the multinational- business support to long- run business within the agile leadership. Hence, the research method conducted within the two-step approach and the confirmed strategy and the analysis within an among the latent variables with its dimensions. The results were could be contribute on the body of knowledge to the UE-theory that should to conduct in this synthesis to increase the employee task performance.

Copyright © Rizal Teguh Ekiyanto et al, 2021, this is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

The business in the global- emerging market, need more the communications tools, the employee- competencies, the skill training to employee, well mechanism in the job-processed and also the well support need from the general- managers as the transformational leadership, the responsible leadership and manage among employee in the firm, and the new platform in business as the research gaps from the previous research that could leads to the human resources within the employee task performance, that have been could not always to be confirm result of the research on the multinational firms in Indonesia(Cheng, Wei, & Lin, 2019)(Astrauskaite, Notelaers, Medisauskaite, & Kern, 2015; Moharam & Shawky, 2012; Syed Saad, Mamunur, & Quazi Akhlaqur, 2016)(Harrigan, Evers, Miles, & Daly, 2017), (Bitter & Grabner-Kräuter, 2016; Day, Crown, & Ivany, 2017)

Moreover, many private multinational-firms have the organizational policy-change become the new-platform and policy business cause of the global- pandemic in the word in recent day within the missing- guide to the organizational and the poor-business process of the impact to the organizational and intellectual capital-performance(Jaiswal & Dhar, 2015; H.-J. Wang, Demerouti, & Le Blanc, 2017)(Kor, 2016; Ulum, Ghozali, & Purwanto, 2014)(Day et al., 2017; Stock, 2016; Tse, Huang, & Lam, 2013). Furthermore, the objective of the

study could be conduct within the synthesis the best- research model to fulfilling the find of research gap to the multinational firms to pursue on the taskemployee performance and implication to the new- policy within the firms with the agile leadership that should impact to the organizational performance and an employee creativity (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012; C. Li, Zhao, & Begley, 2015). Actually, the focus of the latent variables as develop to leads the task-employee job performance in private multinational firm- business management within the new platform business.(Buil, Catalán, & Martínez, 2016; Demirkan & Spohrer, 2014; Geraerds, 2012; Järvinen & Karjaluo, 2015; Kasper-Brauer & Leischnig, 2016; Kianto, Sáenz, & Aramburu, 2017; Kim, Cavusgil, & Cavusgil, 2013; Landroque, 2013; Y.-M. Li, 2010; Malik, Pereira, & Budhwar, 2017; Matošková & Směšná, 2017; Mention & Bontis, 2013; Nicole, Vaughan, Zabihullah, & Mei, 2016; Obal & Lancioni, 2013; Ouakouak & Ouedraogo, 2017; Pittino, Visintin, Lenger, & Sternad, 2016; Rakesh, Narendra, & Sandeep, 2017; Senichev, 2013; Stone, Deadrick, Lukaszewski, & Johnson, 2015; Walmsley, 2016; Xerri & Reid, 2017)

The venture- multinational business within on the new platform business management, the source of employee value an entire firms should have some strategic plan, firm' structure and not implement in the same time for many to pursue the task employee performance. Thus, the human resources- advantage

*Corresponding author: **Rizal Teguh Ekiyanto**

Postgraduate, Faculty of Business and Management, University of Persada Indonesia Y.A.I

on among market- position for having the new- opportunity within the new policy- business within the profit embedded that conducted to create an consumer- smart value.(Chaouali, Souiden, & Ladhari, 2017; Cicekli, 2016; Lee, 2009; Lin, 2014; Poisson-de Haro & Bitektine, 2015; Szopiński, 2016) Furthermore, the business plan choices by the top-managers for making the improvement of private- business management within an organizations performance and well value creation also the supported an employee- skill and spirit.(Bravo, Matute, & Pina, 2015; Kang & Lam, 2016; López-Domínguez, Enache, Sallan, & Simo, 2013; Mullen, Kelloway, & Teed, 2017; Raybould & Wilkins, 2006; Sambasivan, Abdul, & Yusop, 2009).(Hamilton, 2011; Poisson-de Haro & Bitektine, 2015; Reid & Brady, 2012; Z. Wang, Sharma, & Cao, 2016)(Aima, Susilo, Purwanto and Wiratih, 2015).

LITERATURE REVIEW AND THE HYPOTHESIS

Indeed, the many scholars have to inquire the research- model to pursue the task employee performance conducted within the contributions for the body of knowledge on GST for improve employee job motivation for the competitions, but also for the giving the contributions of the management implications to make the firms-strategies within entire the private banking to develop the business plan for the future long- run in business activities within the new platform in business and adopted the well- management practice. (Ashill, Rod, & Gibbs, 2015; Augusto & Torres, 2018; Catania, 2014; Corsaro, Ramos, Henneberg, & Naudé, 2011; Csikósová, Čulková, & Janošková, 2016; del Alonso-Almeida, Bagur-Femenías, & Llach, 2013; Deschamps & Mattijs, 2017).

Furthermore, in this investigate for doing the mapping venture in the competitiveness advantage in the private banking in Jakarta that its would leads the superior task employee-performance in business for the long- run and should anticipated the pandemic situations within the new business of private banking platform and ethical consequences.(Bouskila-Yam & Kluger, 2011; Estrada, Faems, & de Faria, 2016; Ivens, Pardo, Niersbach, & Leischnig, 2016; D. Welsh, Bush, Thiel, & Bonner, 2019).

The Upper Echelons Theory and the Contributions on the Body of Knowledge

The researcher would like to rooted from the UET for develop business strategies and policy in the private- multinational firms in Jakarta for many heterogeneously industries for attempts task employee performance and organizational performance thought the well leadership as the top-managers(Bravo *et al.*, 2015; Fink, Yogev, & Even, 2016; Gómez-Miñambres, 2012; Ivanova & Ivanov, 2015; Jeou-Shyan, Hsuan, Chih-Hsing, Lin, & Chang-Yen, 2011). Furthermore, the distinctive work competence within entire employee and the general top- managers of the private firms should help the venture for facing its competitions and pandemics’ situations in many industries in the global era and need an agile- management.(Lindsjørn, Sjøberg, Dingsøyr, Bergersen, & Dybå, 2016)(Locke, 1996)(Hult, Ketchen Jr, & Reus, 2001; Javad Khazaei, Masood, & Ezat Amirbakzadeh, 2017; Mitrega, 2012).

The classical point, the R-A theory have competition among venture in heterogeneous business in private multinational-venture performance and the sustainable competitive advantage

should have as the foundation of the firms to create the robust-firm policy and the new-platform in business management, bundles and provide the top- manager organization’s resources and for achieving the task- employee performance within general managers supported.(Mahlamäki, Rintamäki, & Rajah, 2019; Pera, Occhiocupo, & Clarke, 2016)(Alisher Tohirovich, Changjoon, & Junghyun, 2017; Gabrielsson, Seppälä, & Gabrielsson, 2016; Shelby D. Hunt, 2013, 2015; Shelby D Hunt & Morgan, 1995; Krausert, 2017; Kumar & Yakhlef, 2016; G. P. Latham, 2016; Nahrang *et al.*, 2013; Nor Shahriza Abdul, Mohamed Jalaldeen Mohamed, & Norshidah, 2012; Stan De, Monique, & Guy Van, 2017; C.-J. Wang, Tsai, & Tsai, 2014; Xiaohong, Chengfeng, Yanbo, & Gaowen, 2015; Zhao, Feng, & Wang, 2015)

The scholars would mentions to the UET to fulfill the research gap and it could have the contribution for the body of knowledge and result the novelty of the research result from an empirical research for distinctive- task employee performance and the strategic choice by top- managers as follow, the figure 1 below(Davis, Bell, Payne, & Kresier, 2010; Derwik, Hellström, & Karlsson, 2016; Ismail, Domil, & Isa, 2014; Jeou-Shyan *et al.*, 2011)(Chang, Jiang, Klein, & Wang, 2019; Landers, Bauer, & Callan, 2017; G. Latham, Seijts, & Slocum, 2016; G. P. Latham, 2003):

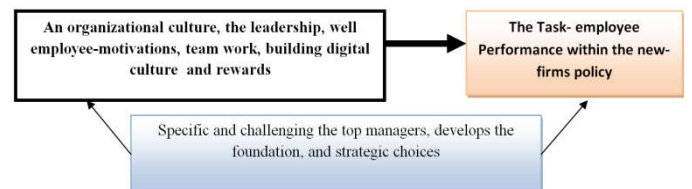


Figure 1 The Scheme of evolving the Upper Echelons Theory for Contributions on Body of Knowledge as the empirical- science

The Framework and Hypothesis

Building on the UET- of the gain- growth of the firm, the research framework to attempt the task-employee performance base on strategic- resources within the venture of the firms in Jakarta should be to develop for fulfillment the research gap for finding the knowledge to improvement the superior- task employee performance that conducted by more explore in many factors and the new management- policy and platform.(Herrera & Sanchez-Gonzalez, 2012; Jeou-Shyan *et al.*, 2011)(Chang *et al.*, 2019; Chiang & Birtch, 2010; Gupta, Singh, & Bhattacharya, 2017; Mohamed, 2016; Munir, Rahman, Malik, & Ma’amor, 2012; Silva, Gerwe, & Becerra, 2017). Hence, the research- framework as follow figure 2, below:



Fig 2 The Research Model to Pursue on task-Employee Performance of the Multinational Firms

Furthermore, the key premise within UET should be determine on the outcome of largely the function on the decision making from the top-managers in the firms, that could be divide pertains; the develop of task strategy and the employee task

performance within the dashboards instruments for attempts and evaluated the well- performance, the well decision, the characteristics of top manager in the firms and the choices of the firms structuring the organization entire department on human resources development.(Cecilia Anna, 2014; Kraus, Haumann, Ahearne, & Wieseke, 2015; Lane, Cravens, & Piercy, 2012; Yigitbasioglu & Velcu-Laitinen, 2012; Yucel, McMillan, & Richard, 2014)

The hypothesis in these inquiries the conceptual research model, as follow(Brashear, Hunt, & Madhavaram, 2012; Chung, Wang, Huang, & Yang, 2016; Eklinder-Frick & Åge, 2017; Ford, 2017; Herrera & Sanchez-Gonzalez, 2012; D. T. Welsh & Ordóñez, 2014; Xu, Wang, & Wen, 2019):

H₁. The agile leadership within the private-multinational firm is positively related to the task- employee performance that could be develop to the new management- policy.

RESEARCH METHOD

The respondent, how data collection and the measurement of among latent variables The sample frame was become the target populations for this research conducted within random sampling technique within entire officially- employee of the private- firms in Jakarta (Borenstein, Hedges, Higgins, & Rothstein, 2009; Hertwig & Pleskac, 2010; Mathwick, Wagner, & Unni, 2010; Navarro, Acedo, Losada, & Ruzo, 2011; Susilo, 2020b; Thomas, 2013; Vos, Schiele, & Hüttinger, 2016). Furthermore, the field research survey for the data collection was utilities within the self administered questionnaire that would be measures used the rating scale (1 to 10 rating independently scale) to among latent variables to make the response for attempt- task performance on the private-firms(Zhang, Zuo, & Zillante, 2013) (Samson, Gloet, & Singh, 2017; Stundziene, Startiene, Remeikiene, & Dapkus, 2015; Susilo, 2020a) (Sekaran and Bougie, 2016).

Moreover, the tools- instrument has the independently collected method and the measure within the rating scale as an interval data scale (1: not agree and to 10: very agree). Furthermore, the analyze of the validity and reliability research model for entire variables and also the research- hybrid model should have the goodness of fitting the confirmatory factor analysis modeling that conducted to the measurement model and the structural equation modeling phase, among the latent variables and its dimensions as the second order also the goodness of fit indexes modeling(Raja, Frandsen, & Mouritsen, 2017)(Agostini, Nosella, & Filippini, 2016; Ghozali, 2013; Jangl, 2016; Susilo, 2020a) (Hair, Black, Babin and Anderson, 2010)(Evermann & Tate, 2016).

Data analysis

The Hypothesis testing

The new-model to pursue en employee task- performance in this inquiry have the analysis that should be conduct to the structural equation modeling; an among the latent constructs were un-observed characteristics. (Brandon-Jones, Lewis, Verma, & Walsman, 2016; Susilo, 2020b) Moreover, the scholars would yield the result- data has the two phase approach have pertains; measurement model and the structural hybrid full model that conducted to the confirmatory strategies in this multivariate data analysis, with a testing the validity and

the reliability among latent- variables, and then the synthesis the fitting model and hypothesis confirmed to the research model(Ghozali, 2013; Susilo, 2020b)(Susilo and Yulius, 2017). The classical point, the research result would have for the data analysis pertain: the sensitivity analysis: the test indicated did not have the outlier and missing value that conducted with SPSS and the z value <4.00 and the multivariate of normality test(Susilo, 2020b). Furthermore, the goodness of fit research model in this investigated to attempt the employee task performance could be analyzed within the entire an incremental- indexed value (Susilo, 2020a). Moreover, the hypothesis would be confirm that conducted within the t-value>2.00, within path- hybrid t-model and the structural equations modeling.(Augusty, 2014; Susilo, 2016, 2020b).

Finally, the scholars would analyze about the key premise within UET that it be determine on the outcome of the function on the decision making from the top-managers, and pertains; the task strategy and the employee task performance within the dashboards instruments, the well decision, the characteristics and the choices of the firms structuring on human resources development.(Cecilia Anna, 2014; Kraus *et al.*, 2015; Lane *et al.*, 2012; Yigitbasioglu & Velcu-Laitinen, 2012; Yucel *et al.*, 2014)

CONCLUSIONS AND RESEARCH CONTRIBUTION

Building on the theory of the UET, and to confirm the hypotheses, and the value should be have to pursue the distinctive- an employee task performance in the private-multinational firms in Jakarta within entire factors as the predictors variables.(Biemann, Kearney, & Marggraf, 2015; Claro, Neto, & Claro) The scholars would be to the fulfillment of the research gap within the new research model would effectively to achieve the employee task performance in the corporate.

Furthermore, the research- result contributions were have 2 (two) area that pertain; first, the contributions for theoretical implications to the body of knowledge of the resources advantage in human resource management of the firms.(Durif, Geay, & Graf, 2013; Guette & Vandembemt, 2017) Moreover, the result research would conducted with the UET as the evaluating, explanations and predicting about the relationship for the pursue the distinctive- performance that its would increase of an well mechanism-employee, that have the well supported from among the new policy in firms to the private- multinational corporate and an employee performance in management of human resources science.

Acknowledgement

Thank you so much to the Expertise and Experience Learning Club, Faculty of Business and Management, University of Persada Indonesia Y.A.I. To my colleague and students. To In Kind WorkshopsNEW E&EL CLUB LABORATORY FEB UPI Y.A.I team.

Declaration of conflicting interests

The scholar declared no potential conflicts of interest with respect to the investigated, authorship, publication within this manuscript.

Funding

The author did not receive the financial support for this research and publication of this manuscript.

ORCID ID: ORCID:000-0002-6758-1159, URL: orcid.org/0000-0002. And SCOPUS ID: 56539508300.

References

- Agostini, L., Nosella, A., & Filippini, R. (2016). Towards an Integrated View of the Ambidextrous Organization: A Second-Order Factor Model. *Creativity and Innovation Management*, 25(1), 129-141. doi: 10.1111/caim.12167
- Alisher Tohirovich, D., Changjoon, R., & Junghyun, Y. (2017). Organizational structure and innovation performance: Is employee innovative behavior a missing link? *Career Development International*, 22(4), 334-350. doi: 10.1108/CDI-12-2016-0234
- Ashill, N. J., Rod, M., & Gibbs, T. (2015). Coping with stress: A study of retail banking service workers in Russia. *Journal of Retailing and Consumer Services*, 23, 58-69. doi: 10.1016/j.jretconser.2014.12.006
- Astrauskaite, M., Notelaers, G., Medisaukaite, A., & Kern, R. M. (2015). Workplace harassment: Detering role of transformational leadership and core job characteristics. *Scandinavian Journal of Management*, 31(1), 121-135. doi: 10.1016/j.scaman.2014.06.001
- Augusto, M., & Torres, P. (2018). Effects of brand attitude and eWOM on consumers' willingness to pay in the banking industry: Mediating role of consumer-brand identification and brand equity. *Journal of Retailing and Consumer Services*, 42, 1-10. doi: 10.1016/j.jretconser.2018.01.005
- Augusty, F. (2014). *Structural Equation Modelling Dalam Penelitian Manajemen*: Fakultas Ekonomi dan Bisnis Universitas Diponegoro.
- Biemann, T., Kearney, E., & Marggraf, K. (2015). Empowering leadership and managers' career perceptions: Examining effects at both the individual and the team level. *The Leadership Quarterly*, 26(5), 775-789. doi: 10.1016/j.leaqua.2015.03.003
- Bitter, S., & Grabner-Kräuter, S. (2016). Consequences of customer engagement behavior: when negative Facebook posts have positive effects. *ElectronMarkets*, 26, 13.
- Borenstein, M., Hedges, L. V., Higgins, J. P. T., & Rothstein, R. R. (2009). *Fixed-effect vs Random-effects Introduction to Meta Analysis*: John Wiley and Sons.
- Bouskila-Yam, O., & Kluger, A. N. (2011). Strength-based performance appraisal and goal setting. *Human Resource Management Review*, 21(2), 137-147. doi: 10.1016/j.hrmr.2010.09.001
- Brandon-Jones, A., Lewis, M., Verma, R., & Walsman, M. C. (2016). Examining the characteristics and managerial challenges of professional services: An empirical study of management consultancy in the travel, tourism, and hospitality sector. *Journal of Operations Management*, 42-43, 9-24. doi: 10.1016/j.jom.2016.03.007
- Brashear, T., Hunt, S. D., & Madhavaram, S. (2012). Managerial action and resource-advantage theory: conceptual frameworks emanating from a positive theory of competition. *Journal of Business & Industrial Marketing*, 27(7), 582-591.
- Bravo, R., Matute, J., & Pina, J. M. (2015). Corporate identity management in the banking sector: effects on employees' identification, identity attractiveness, and job satisfaction. *Service Business*, 10(4), 687-714. doi: 10.1007/s11628-015-0287-9
- Buil, I., Catalán, S., & Martínez, E. (2016). The importance of corporate brand identity in business management: An application to the UK banking sector. *BRQ Business Research Quarterly*, 19(1), 3-12. doi: 10.1016/j.brq.2014.11.001
- Catania, G. (2014). The Unintended Consequences of Motivational Techniques: Goal Setting and Unethical Behavior in the Maltese Financial Services Industry. *Procedia - Social and Behavioral Sciences*, 109, 1375-1385. doi: 10.1016/j.sbspro.2013.12.640
- Cecilia Anna, C. (2014). Think outside the box: managerial relevance and theoretical developments within B2B marketing. *Journal of Business & Industrial Marketing*, 29(7/8), 642-651. doi: 10.1108/JBIM-11-2013-0245
- Chang, J. Y. T., Jiang, J. J., Klein, G., & Wang, E. T. G. (2019). Enterprise system programs: Goal setting and cooperation in the integration team. *Information & Management*, 56(6). doi: 10.1016/j.im.2018.12.005
- Chaouali, W., Souiden, N., & Ladhari, R. (2017). Explaining adoption of mobile banking with the theory of trying, general self-confidence, and cynicism. *Journal of Retailing and Consumer Services*, 35, 57-67. doi: 10.1016/j.jretconser.2016.11.009
- Cheng, K., Wei, F., & Lin, Y. (2019). The trickle-down effect of responsible leadership on unethical pro-organizational behavior: The moderating role of leader-follower value congruence. *Journal of Business Research*, 102, 34-43. doi: 10.1016/j.jbusres.2019.04.044
- Chiang, F. F. T., & Birtch, T. A. (2010). Pay for performance and work attitudes: The mediating role of employee-organization service value congruence. *International Journal of Hospitality Management*, 29(4), 632-640. doi: 10.1016/j.ijhm.2009.11.005
- Chung, H. F. L., Wang, C. L., Huang, P.-h., & Yang, Z. (2016). Organizational capabilities and business performance: When and how does the dark side of managerial ties matter? *Industrial Marketing Management*, 55, 70-82. doi: 10.1016/j.indmarman.2016.02.014
- Cicekli, E. (2016). Graduate skills requirements for effective performance in the banking sector. *Verslas: teorija ir praktika*, 17(4), 317-324. doi: 10.3846/btp.17.11127
- Claro, D. P., Neto, S. A. L., & Claro, P. B. d. O. The Enhancing Impact of Friendship Networks on Sales Managers' Performance. *Brazilian Administration Review*.
- Corsaro, D., Ramos, C., Henneberg, S. C., & Naudé, P. (2011). Actor network pictures and networking activities in business networks: An experimental study. *Industrial Marketing Management*, 40(6), 919-932. doi: 10.1016/j.indmarman.2011.06.028
- Csikósová, A., Čulková, K., & Janošková, M. (2016). Evaluation of quantitative indicators of marketing activities in the banking sector. *Journal of Business*

- Research, 69(11), 5028-5033. doi: 10.1016/j.jbusres.2016.04.075
- Davis, J. L., Bell, R. G., Payne, G. T., & Kresier, P. M. (2010). Entrepreneurial Orientation and Firm Performance: The Moderating Role of Managerial Power. *American Journal of Business*, 25(2), 41-54.
- Day, A., Crown, S. N., & Ivany, M. (2017). Organisational change and employee burnout: The moderating effects of support and job control. *Safety Science*. doi: 10.1016/j.ssci.2017.03.004
- del Alonso-Almeida, M. M., Bagur-Femenías, L., & Llach, J. (2013). The adoption of quality management practices and their impact on business performance in small service companies: the case of Spanish travel agencies. *Service Business*, 9(1), 57-75. doi: 10.1007/s11628-013-0218-6
- Demirkan, H., & Spohrer, J. (2014). Developing a framework to improve virtual shopping in digital malls with intelligent self-service systems. *Journal of Retailing and Consumer Services*, 21(5), 860-868. doi: 10.1016/j.jretconser.2014.02.012
- Derwik, P., Hellström, D., & Karlsson, S. (2016). Manager competences in logistics and supply chain practice. *Journal of Business Research*, 69(11), 4820-4825. doi: 10.1016/j.jbusres.2016.04.037
- Deschamps, C., & Mattijs, J. (2017). Sustainable goal setting: a large-scale case in management practice. *International Journal of Productivity and Performance Management*, 66(8), 1087-1104. doi: 10.1108/IJPPM-05-2016-0100
- Durif, F., Geay, B., & Graf, R. (2013). Do key account managers focus too much on commercial performance? A cognitive mapping application. *Journal of Business Research*, 66(9), 1559-1567. doi: 10.1016/j.jbusres.2012.09.019
- Eklinder-Frick, J., & Åge, L.-J. (2017). Perspectives on regional innovation policy – From new economic geography towards the IMP approach. *Industrial Marketing Management*, 61, 81-92. doi: 10.1016/j.indmarman.2016.07.005
- Estrada, I., Faems, D., & de Faria, P. (2016). Coopetition and product innovation performance: The role of internal knowledge sharing mechanisms and formal knowledge protection mechanisms. *Industrial Marketing Management*, 53, 56-65. doi: 10.1016/j.indmarman.2015.11.013
- Evermann, J., & Tate, M. (2016). Assessing the predictive performance of structural equation model estimators. *Journal of Business Research*, 69(10), 4565-4582. doi: 10.1016/j.jbusres.2016.03.050
- Fink, L., Yogev, N., & Even, A. (2016). Business intelligence and organizational learning: An empirical investigation of value creation processes. *Information & Management*. doi: 10.1016/j.im.2016.03.009
- Ford, R. C. (2017). Combining performance, learning, and behavioral goals to match job with person: Three steps to enhance employee performance with goal setting. *Business Horizons*, 60(3), 345-352. doi: 10.1016/j.bushor.2016.12.001
- Gabrielsson, M., Seppälä, T., & Gabrielsson, P. (2016). Realizing a hybrid competitive strategy and achieving superior financial performance while internationalizing in the high-technology market. *Industrial Marketing Management*, 54, 141-153. doi: 10.1016/j.indmarman.2015.07.001
- García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040-1050. doi: http://dx.doi.org/10.1016/j.jbusres.2011.03.005
- Geraerds, R. (2012). Customer value creation: A journey in the search of excellence. *Industrial Marketing Management*, 41(1), 11-12. doi: 10.1016/j.indmarman.2011.11.023
- Ghozali, I. (2013). *Model Persamaan Structural, Konsep dan Aplikasi Dengan Program AMOS 21.0*: Badan Penerbit Universitas Diponegoro.
- Gómez-Miñambres, J. (2012). Motivation through goal setting. *Journal of Economic Psychology*, 33(6), 1223-1239. doi: 10.1016/j.joep.2012.08.010
- Guiette, A., & Vandenbempt, K. (2017). Change managerialism and micro-processes of sensemaking during change implementation. *Scandinavian Journal of Management*, 33(2), 65-81. doi: 10.1016/j.scaman.2017.02.002
- Gupta, V., Singh, S., & Bhattacharya, A. (2017). THE RELATIONSHIPS BETWEEN LEADERSHIP, WORK ENGAGEMENT AND EMPLOYEE INNOVATIVE PERFORMANCE: EMPIRICAL EVIDENCE FROM THE INDIAN R&D CONTEXT. *International Journal of Innovation Management*, 21(07), 1750055. doi: 10.1142/S1363919617500554
- Hamilton, R. T. (2011). How firms grow and the influence of size and age. *International Small Business Journal*, 30(6), 611-621. doi: 10.1177/0266242610383446
- Harrigan, P., Evers, U., Miles, M. P., & Daly, T. (2017). Customer engagement and the relationship between involvement, engagement, self-brand connection and brand usage intent. *Journal of Business Research*. doi: 10.1016/j.jbusres.2017.11.046
- Herrera, L., & Sanchez-Gonzalez, G. (2012). Firm size and innovation policy. *International Small Business Journal*, 31(2), 137-155. doi: 10.1177/0266242611405553
- Hertwig, R., & Pleskac, T. J. (2010). Decisions from experience: why small samples? *Cognition*, 115(2), 225-237. doi: 10.1016/j.cognition.2009.12.009
- Hult, G. T. M., Ketchen Jr, D. J., & Reus, T. H. (2001). Organizational learning capacity and internal customer orientation within strategic sourcing units. *Journal of Quality Management*, 6(2), 173-192. doi: http://dx.doi.org/10.1016/S1084-8568(01)00036-0
- Hunt, S. D. (2013). A general theory of business marketing: R-A theory, Alderson, the ISBM framework, and the IMP theoretical structure. *Industrial Marketing Management*, 42(3), 283-293. doi: 10.1016/j.indmarman.2013.02.002
- Hunt, S. D. (2015). *Marketing theory : foundations, controversy, strategy, resource-advantage theory*. New York, USA: Routledge Taylor & Francis Group.

- Hunt, S. D., & Morgan, R. M. (1995). The comparative advantage theory of competition. *The Journal of Marketing*, 1-15.
- Ismail, M. D., Domil, A. K. A., & Isa, A. M. (2014). Managerial Competence, Relationship Quality and Competitive Advantage among SME Exporters. *Procedia - Social and Behavioral Sciences*, 115, 138-146. doi: 10.1016/j.sbspro.2014.02.422
- Ivanova, M., & Ivanov, S. (2015). Affiliation to hotel chains: Hotels' perspective. *Tourism Management Perspectives*, 16, 148-162. doi: 10.1016/j.tmp.2015.08.001
- Ivens, B. S., Pardo, C., Niersbach, B., & Leischnig, A. (2016). Firm-internal key account management networks: Framework, case study, avenues for future research. *Industrial Marketing Management*, 58, 102-113. doi: 10.1016/j.indmarman.2016.05.019
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41. doi: 10.1016/j.ijhm.2015.07.002
- Jangl, P. (2016). Model of Market Orientation of High-Tech Firms in Germany: Validation Study. *Verslas: teorija ir praktika*, 17(3), 216-224. doi: 10.3846/btp.2016.643
- Järvinen, J., & Karjaluoto, H. (2015). The use of Web analytics for digital marketing performance measurement. *Industrial Marketing Management*. doi: 10.1016/j.indmarman.2015.04.009
- Javad Khazaei, P., Masood, K., & Ezat Amirbakzadeh, K. (2017). Linking internal marketing orientation to balanced scorecard outcomes in small businesses: the case of travel agencies. *International Journal of Culture, Tourism and Hospitality Research*, 11(3), 297-308. doi: 10.1108/IJCTHR-03-2016-0024
- Jeou-Shyan, H., Hsuan, H., Chih-Hsing, L., Lin, L., & Chang-Yen, T. (2011). Competency analysis of top managers in the Taiwanese hotel industry. *International Journal of Hospitality Management*, 30(4), 1044-1054. doi: 10.1016/j.ijhm.2011.03.012
- Kang, E. S. L., & Lam, S. Y. (2016). Contingent effects of firm and employee reputations on professional advice adoption. *Service Business*. doi: 10.1007/s11628-016-0312-7
- Kasper-Brauer, K., & Leischnig, A. (2016). Yes, we can! A fuzzy-set analysis of challenges, skills, and enjoyment of work. *Journal of Business Research*, 69(11), 5286-5291. doi: 10.1016/j.jbusres.2016.04.126
- Kianto, A., Sáenz, J., & Aramburu, N. (2017). Knowledge-based human resource management practices, intellectual capital and innovation. *Journal of Business Research*, 81, 11-20. doi: 10.1016/j.jbusres.2017.07.018
- Kim, D., Cavusgil, S. T., & Cavusgil, E. (2013). Does IT alignment between supply chain partners enhance customer value creation? An empirical investigation. *Industrial Marketing Management*, 42(6), 880-889. doi: 10.1016/j.indmarman.2013.05.021
- Kor, B. (2016). The mediating effects of self-leadership on perceived entrepreneurial orientation and innovative work behavior in the banking sector. *Springerplus*, 5(1), 1829. doi: 10.1186/s40064-016-3556-8
- Kraus, F., Haumann, T., Ahearne, M., & Wieseke, J. (2015). When Sales Managers and Salespeople Disagree in the Appreciation for Their Firm: The Phenomenon of Organizational Identification Tension. *Journal of Retailing*, 91(3), 486-515. doi: http://dx.doi.org/10.1016/j.jretai.2015.03.001
- Krausert, A. (2017). HR differentiation between professional and managerial employees: Broadening and integrating theoretical perspectives. *Human Resource Management Review*, 27(3), 442-457. doi: 10.1016/j.hrmr.2016.11.002
- Kumar, N., & Yakhlef, A. (2016). Managing business-to-business relationships under conditions of employee attrition: A transparency approach. *Industrial Marketing Management*, 56, 143-155. doi: 10.1016/j.indmarman.2016.01.002
- Landers, R. N., Bauer, K. N., & Callan, R. C. (2017). Gamification of task performance with leaderboards: A goal setting experiment. *Computers in Human Behavior*, 71, 508-515. doi: 10.1016/j.chb.2015.08.008
- Landroquez, S. M. (2013). Developing an integrated vision of customer value. *Journal of Services Marketing*, 27(3), 234-244. doi: 10.1108/08876041311330726
- Lane, N., Cravens, D. W., & Piercy, N. F. (2012). Sales Manager Behavior-Based Control and Salesperson Performance: The effects of Manager Control Competencies and Organizational Citizenship Behavior. *The Journal of Marketing Theory and Practice*, 20(1), 7-22. doi: 10.2753/mtp1069-6679200101
- Latham, G., Seijts, G., & Slocum, J. (2016). The goal setting and goal orientation labyrinth. *Organizational Dynamics*, 45(4), 271-277. doi: 10.1016/j.orgdyn.2016.10.001
- Latham, G. P. (2003). Goal Setting. *Organizational Dynamics*, 32(3), 309-318. doi: 10.1016/s0090-2616(03)00028-7
- Latham, G. P. (2016). Goal setting: a possible theoretical framework for examining the effect of priming goals on organizational behavior. *Current Opinion in Psychology*, 12, 85-88. doi: 10.1016/j.copsyc.2016.07.005
- Lee, M.-c. (2009). Factors Influencing the Adoption of Internet Banking: An Integration of TAM and TPB with Perceived Risk and Perceived Benefit. *Electronic Commerce Research and Applications*, 8(3), 130-141. doi: 10.1016/j.elerap.2008.11.006
- Li, C., Zhao, H., & Begley, T. M. (2015). Transformational leadership dimensions and employee creativity in China: A cross-level analysis. *Journal of Business Research*, 68(6), 1149-1156. doi: 10.1016/j.jbusres.2014.11.009
- Li, Y.-M. (2010). Pricing digital content distribution over heterogeneous channels. *Decision Support Systems*, 50(1), 243-257. doi: 10.1016/j.dss.2010.08.027
- Lin, L.-H. (2014). Subsidiary performance: The contingency of multinational corporation's international strategy. *European Management Journal*, 32(6), 928-937. doi: 10.1016/j.emj.2014.02.005
- Lindsjörn, Y., Sjøberg, D. I. K., Dingsøyr, T., Bergersen, G. R., & Dybå, T. (2016). Teamwork quality and project success in software development: A survey of agile development teams. *Journal of Systems and Software*, 122, 274-286. doi: 10.1016/j.jss.2016.09.028
- Locke, E. A. (1996). Motivation through conscious goal setting. *Applied & Preventive Psychology*, 5, 8.

- López-Domínguez, M., Enache, M., Sallan, J. M., & Simo, P. (2013). Transformational leadership as an antecedent of change-oriented organizational citizenship behavior. *Journal of Business Research*, 66(10), 2147-2152. doi: 10.1016/j.jbusres.2013.02.041
- Mahlamäki, T., Rintamäki, T., & Rajah, E. (2019). The role of personality and motivation on key account manager job performance. *Industrial Marketing Management*, 83, 174-184. doi: 10.1016/j.indmarman.2018.11.013
- Malik, A., Pereira, V., & Budhwar, P. (2017). Value creation and capture through human resource management practices. *Organizational Dynamics*. doi: 10.1016/j.orgdyn.2017.09.002
- Mathwick, C., Wagner, J., & Unni, R. (2010). Computer-Mediated Customization Tendency (CMCT) and the Adaptive e-Service Experience. *Journal of Retailing*, 86(1), 11-21. doi: 10.1016/j.jretai.2009.11.001
- Matošková, J., & Směšná, P. (2017). Human resource management practices stimulating knowledge sharing. *Management & Marketing*, 12(4). doi: 10.1515/mmcks-2017-0036
- Mention, A.-L., & Bontis, N. (2013). Intellectual capital and performance within the banking sector of Luxembourg and Belgium. *Journal of Intellectual Capital*, 14(2), 286-309. doi: 10.1108/14691931311323896
- Mitrega, M. (2012). Network partner knowledge and internal relationships influencing customer relationship quality and company performance. *Journal of Business & Industrial Marketing*, Vol. 27 / 6, pg. 486-496. doi: 10.1108/08858621211251488
- Mohamed, L. M. (2016). Assessing the effects of transformational leadership: A study on Egyptian hotel employees. *Journal of Hospitality and Tourism Management*, 27, 49-59. doi: 10.1016/j.jhtm.2016.04.001
- Moharam, O. M., & Shawky, A. Y. (2012). Measuring The Effects of Personalized Integrated Marketing Communication Tools on the Consumers' Intention to Purchase Credit Cards in the Private Banking Sector in Egypt. *American Academic & Scholarly Research Journal*, 4(5), 1-14.
- Mullen, J., Kelloway, E. K., & Teed, M. (2017). Employer safety obligations, transformational leadership and their interactive effects on employee safety performance. *Safety Science*, 91, 405-412. doi: 10.1016/j.ssci.2016.09.007
- Munir, R. I. S., Rahman, R. A., Malik, A. M. A., & Ma'amor, H. (2012). Relationship between Transformational Leadership and Employees' Job Satisfaction among the Academic Staff. *Procedia - Social and Behavioral Sciences*, 65, 885-890. doi: 10.1016/j.sbspro.2012.11.215
- Nahrgang, J. D., DeRue, D. S., Hollenbeck, J. R., Spitzmuller, M., Jundt, D. K., & Ilgen, D. R. (2013). Goal setting in teams: The impact of learning and performance goals on process and performance. *Organizational Behavior and Human Decision Processes*, 122(1), 12-21. doi: 10.1016/j.obhdp.2013.03.008
- Navarro, A., Acedo, F. J., Losada, F., & Ruzo, E. (2011). Integrated Model of Export Activity: Analysis of Heterogeneity in Managers' Orientations and Perceptions on Strategic Marketing Management in Foreign Markets. *The Journal of Marketing Theory and Practice*, 19(2), 187-204. doi: 10.2753/mtp1069-6679190205
- Nicole, D., Vaughan, C., Zabihullah, S., & Mei, L. (2016). Workplace training and generic and technical skill development in the Australian construction industry. *Journal of Management Development*, 35(4), 486-504. doi: 10.1108/JMD-05-2015-0073
- Nor Shahrizah Abdul, K., Mohamed Jalaldeen Mohamed, R., & Norshidah, M. (2012). Measuring employee readiness for knowledge management using intention to be involved with KM SECI processes. *Business Process Management Journal*, 18(5), 777-791. doi: 10.1108/14637151211270153
- Obal, M., & Lancioni, R. A. (2013). Maximizing buyer-supplier relationships in the Digital Era: Concept and research agenda. *Industrial Marketing Management*, 42(6), 851-854. doi: 10.1016/j.indmarman.2013.06.002
- Ouakouak, M. L., & Ouedraogo, N. (2017). ANTECEDENTS OF EMPLOYEE CREATIVITY AND ORGANISATIONAL INNOVATION: AN EMPIRICAL STUDY. *International Journal of Innovation Management*, 21(07), 1750060. doi: 10.1142/S1363919617500608
- Pera, R., Occhiocupo, N., & Clarke, J. (2016). Motives and resources for value co-creation in a multi-stakeholder ecosystem: A managerial perspective. *Journal of Business Research*, 69(10), 4033-4041. doi: 10.1016/j.jbusres.2016.03.047
- Pittino, D., Visintin, F., Lenger, T., & Sternad, D. (2016). Are high performance work practices really necessary in family SMEs? An analysis of the impact on employee retention. *Journal of Family Business Strategy*, 7(2), 75-89. doi: 10.1016/j.jfbs.2016.04.002
- Poisson-de Haro, S., & Bitektine, A. (2015). Global sustainability pressures and strategic choice: The role of firms' structures and non-market capabilities in selection and implementation of sustainability initiatives. *Journal of World Business*, 50(2), 326-341. doi: 10.1016/j.jwb.2014.10.009
- Raja, J. Z., Frandsen, T., & Mouritsen, J. (2017). Exploring the managerial dilemmas encountered by advanced analytical equipment providers in developing service-led growth strategies. *International Journal of Production Economics*, 192, 120-132. doi: 10.1016/j.ijpe.2016.12.034
- Rakesh, S., Narendra, K., & Sandeep, P. (2017). Thought self-leadership strategies and sales performance: Integrating selling skills and adaptive selling behavior as missing links. *Journal of Business & Industrial Marketing*. doi: 10.1108/JBIM-06-2016-0127
- Raybould, M., & Wilkins, H. (2006). Generic Skills for Hospitality Management: A Comparative Study of Management Expectations and Student Perceptions. *Journal of Hospitality and Tourism Management*, 13(2), 177-188. doi: 10.1375/jhtm.13.2.177
- Reid, M., & Brady, E. (2012). Improving firm performance through NPD: The role of market orientation, NPD orientation and the NPD process. *Australasian*

- Marketing Journal (AMJ)*, 20(4), 235-241. doi: 10.1016/j.ausmj.2012.05.011
- Sambasivan, M., Abdul, M., & Yusop, Y. (2009). Impact of personal qualities and management skills of entrepreneurs on venture performance in Malaysia: Opportunity recognition skills as a mediating factor. *Technovation*, 29(11), 798-805. doi: 10.1016/j.technovation.2009.04.002
- Samson, D., Gloet, M., & Singh, P. (2017). SYSTEMATIC INNOVATION CAPABILITY: EVIDENCE FROM CASE STUDIES AND A LARGE SURVEY. *International Journal of Innovation Management*, 21(07), 1750058. doi: 10.1142/S136391961750058X
- Senichev, V. (2013). Human Resource Diversity and Performance within the Frame of Organizations, Teams and Individuals. *Verstlas: teorija ir praktika*, 14(4), 337-345. doi: 10.3846/btp.2013.36
- Silva, R., Gerwe, O., & Becerra, M. (2017). Corporate brand and hotel performance: A resource-based perspective. *Journal of Business Research*, 79, 23-30. doi: 10.1016/j.jbusres.2017.05.019
- Stan De, S., Monique, R., & Guy Van, G. (2017). Good employees through good jobs: A latent profile analysis of job types and employee outcomes in the Belgian electricity sector. *Employee Relations*, 39(4), 503-522. doi: 10.1108/ER-02-2016-0034
- Stock, R. M. (2016). Understanding the relationship between frontline employee boreout and customer orientation. *Journal of Business Research*, 69(10), 4259-4268. doi: 10.1016/j.jbusres.2016.02.037
- Stone, D. L., Dadrack, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216-231. doi: 10.1016/j.hrmr.2015.01.002
- Stundziene, A., Startiene, G., Remeikiene, R., & Dapkus, M. (2015). Does the Survey Data on New Orders Lie? *Procedia - Social and Behavioral Sciences*, 213, 5-11. doi: 10.1016/j.sbspro.2015.11.395
- Susilo, W. H. (2016). An Impact of Behavioral Segmentation to Increase Consumer Loyalty: Empirical Study in Higher Education of Postgraduate Institutions at Jakarta. *Procedia - Social and Behavioral Sciences*, 229, 183-195. doi: 10.1016/j.sbspro.2016.07.128
- Susilo, W. H. (2020a). *Business Research Methods: Market Based Management Approach in Application* (S. I. I. Group Ed. First Edition ed.). Bogor, INA: IN MEDIA.
- Susilo, W. H. (2020b). *The Business Research: The Competency & Confident- Building Approach* (imuruz Ed.). Mauritius: LAMBERT Academic Publishing.
- Syed Saad, A., Mamunur, R., & Quazi Akhlaqur, R. (2016). A model of customer-centric banking practices for corporate clients in Bangladesh. *International Journal of Bank Marketing*, 34(4), 458-475. doi: 10.1108/IJBM-10-2014-0156
- Szopiński, T. S. (2016). Factors affecting the adoption of online banking in Poland. *Journal of Business Research*, 69(11), 4763-4768. doi: 10.1016/j.jbusres.2016.04.027
- Thomas, E. (2013). Supplier integration in new product development: Computer mediated communication, knowledge exchange and buyer performance. *Industrial Marketing Management*, 42(6), 890-899. doi: 10.1016/j.indmarman.2013.05.018
- Tse, H. H. M., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *The Leadership Quarterly*, 24(5), 763-776. doi: 10.1016/j.leaqua.2013.07.005
- Ulum, I., Ghozali, I., & Purwanto, A. (2014). Intellectual Capital Performance of Indonesian Banking Sector: A Modified VAIC (M-VAIC) Perspective. *Asian Journal of Finance & Accounting*, 6(2), 103. doi: 10.5296/ajfa.v6i2.5246
- Vos, F. G. S., Schiele, H., & Hüttinger, L. (2016). Supplier satisfaction: Explanation and out-of-sample prediction. *Journal of Business Research*, 69(10), 4613-4623. doi: 10.1016/j.jbusres.2016.04.013
- Walmsley, B. (2016). From arts marketing to audience enrichment: How digital engagement can deepen and democratize artistic exchange with audiences. *Poetics*, 58, 66-78. doi: 10.1016/j.poetic.2016.07.001
- Wang, C.-J., Tsai, H.-T., & Tsai, M.-T. (2014). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management*, 40, 79-89. doi: 10.1016/j.tourman.2013.05.008
- Wang, H.-J., Demerouti, E., & Le Blanc, P. (2017). Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification. *Journal of Vocational Behavior*, 100, 185-195. doi: 10.1016/j.jvb.2017.03.009
- Wang, Z., Sharma, P. N., & Cao, J. (2016). From knowledge sharing to firm performance: A predictive model comparison. *Journal of Business Research*, 69(10), 4650-4658. doi: 10.1016/j.jbusres.2016.03.055
- Welsh, D., Bush, J., Thiel, C., & Bonner, J. (2019). Reconceptualizing goal setting's dark side: The ethical consequences of learning versus outcome goals. *Organizational Behavior and Human Decision Processes*, 150, 14-27. doi: 10.1016/j.obhdp.2018.11.001
- Welsh, D. T., & Ordóñez, L. D. (2014). The dark side of consecutive high performance goals: Linking goal setting, depletion, and unethical behavior. *Organizational Behavior and Human Decision Processes*, 123(2), 79-89. doi: 10.1016/j.obhdp.2013.07.006
- Xerri, M. J., & Reid, S. R. M. (2017). HUMAN RESOURCES AND INNOVATIVE BEHAVIOUR: IMPROVING NURSING PERFORMANCE. *International Journal of Innovation Management*, 1850019. doi: 10.1142/S1363919618500196
- Xiaohong, Z., Chengfeng, L., Yanbo, W., & Gaowen, T. (2015). The impact of employees' relationships on tacit knowledge sharing. *Chinese Management Studies*, 9(4), 611-625. doi: 10.1108/CMS-06-2015-0126
- Xu, S., Wang, Y.-C., & Wen, H. (2019). A case study for student leadership development: A goal setting perspective. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 24, 168-177. doi: 10.1016/j.jhlste.2019.03.001

- Yigitbasioglu, O. M., & Velcu-Laitinen, O. (2012). The Use of Dashboards in Performance Management: Evidence from Sales Managers. *The International Journal of Digital Accounting Research*, 12, 36-58. doi: 10.4192/1577-8517-v12_2
- Yucel, I., McMillan, A., & Richard, O. C. (2014). Does CEO transformational leadership influence top executive normative commitment? *Journal of Business Research*, 67(6), 1170-1177. doi: 10.1016/j.jbusres.2013.05.005
- Zhang, F., Zuo, J., & Zillante, G. (2013). Identification and evaluation of the key social competencies for Chinese construction project managers. *International Journal of Project Management*, 31(5), 748-759. doi: 10.1016/j.ijproman.2012.10.011
- Zhao, G., Feng, T., & Wang, D. (2015). Is more supply chain integration always beneficial to financial performance? *Industrial Marketing Management*, 45, 162-172. doi: 10.1016/j.indmarman.2015.02.015

How to cite this article:

Rizal Teguh Ekiyanto *et al.* 2021, The Task- Employee Performance in Multinational Firms: Insight of the Upper Echelons Theory. *Int J Recent Sci Res.* 12(01), pp. 40493-40501. DOI: <http://dx.doi.org/10.24327/ijrsr.2021.1201.5706>
