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3 Research Article

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

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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 polic² 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 ar⁵ 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.

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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, Medisauskaitė, & 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 orga¹² national 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 within² 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 the¹³ 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 & Karjaluoto, 2015; Kasper-Brauer & Leischnig, 2016; Kianto, Sáenz, & Aramburu, 2017; Kim, Cavusgil, & Cavusgil, 2013; Landroguez, 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

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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.(Chaouli, Souiden, & Ladhari, 2017; Cicekli, 2016; Lee, 2009; Lin, 2014; Poisson-de 2;ro & 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-Femenias, & 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, 11;6; 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 12- 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.(Lindsjorn, 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 5 heterogeneous business in private multinational-venture performance and the sustainable competitive advantage

should have as the foundation of the firms to create the robust- 2m 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, Occhio cupo, & Clarke, 2016)(Alisher Tohirovich, Changjoon, & Junghyun, 2017; Gabriellsson, Seppälä, & Gabriellsson, 2016; Shelby D. Hunt, 2013, 2015; Shelby D Hunt & Morgan, 1995; Krausert, 2017; Kumar & Yakhlef, 2016; G. P. Latham, 2016; Nahrgang et al., 2013; Nor Shahriz 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 fulfil 2 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):

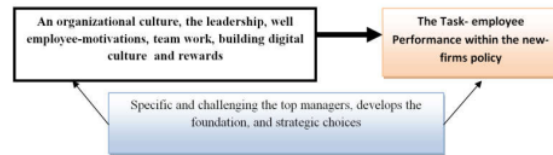


Figure 1 The Scheme of evolving the Upper Echelons Theory for Contributions on Body of Knowledge as the empirical- science

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 with 1 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, 2;17). Hence, the research- framework as follow figure 2, below:

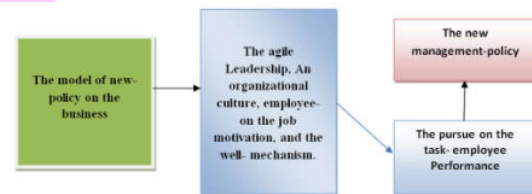


Fig 2 The Research Model to Pursue on task-Employee Performance of the Multinational Firms

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, & Umri, 2010; Navarro, Acedo, Losada, & Ruzo, 2011; Susilo, 2020b; Thomas, 2013; Vos, Schiele, & Hüttinger, 2016). Furthermore, the field² 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 has¹ 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 the³ 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)¹ 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 confirmato¹ 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 c¹ 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,¹ 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; Guiette & Vandenbempt, 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.

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