

To cite this article: Dian Prihatianto Pamungkas and Wilhelmus Hary Susilo (2023). Impact of The Leadership Practices to a Millennial Employee in The State- Owned Enterprises: New Concept Model Propose to Evolve the Management Science base on Upper Echelons Theory. International Journal of Education, Business and Economics Research (IJEER) 3 (2): 156-167

IMPACT OF THE LEADERSHIP PRACTICES TO A MILLENNIAL EMPLOYEE IN THE STATE- OWNED ENTERPRISES: NEW CONCEPT MODEL PROPOSE TO EVOLVE THE MANAGEMENT SCIENCE BASE ON UPPER ECHELONS THEORY

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ABSTRACT

The State- Owned enterprises sometimes have some misguide from the vision and missions on the heterogeneous, no-data and newest inventions and VUCA condition. This study would be investigating the research gap within the role model of leaderships that it conducts to the well handling the millennial's employee to provide good productivities. The novelty research- result from the predicted new proposed model have the powerful research- model to pursue an employee productivities within an unique of an employee capability that more contribution on body of knowledge on theory of the theory of upper echelons that it's have integrated various fields within top managers supported within millennial's task. Hence, the research method was conduct using the predicting strategy in multivariate data analysis within an entire the latent variables, such as the predicted impact within the SmartPLS software. The scholars were hope make to contribution on the body of knowledge to the theory that conducted in this synthesis within the State- Owned enterprises in Indonesia.

KEYWORDS: Role model, Inclusive leadership, the fostering of innovation, employee job performance.

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Published Online: Apr 2023

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INTRODUCTION

The VUCA is related to the institution of a knowledge-based public organization continuously living in a volatile, uncertain, complex and ambiguous (VUCA) world. It's important to be able to focus on leadership behaviors that are critical to advancing innovation, achieving something

important in employee performance. (Verma, 2021) A reliable leadership model and perspective on the distant future based on a VUCA world is a renewal-based to a qualified modern business world and always focuses on the absolute scope, quality of management strategy of the State-Owned enterprises and economic costs can be a solution to overcome VUCA challenges. (Mathew, 2019; Worley & Jules, 2020)

Indeed, an analysis have the very misguide process of the impact to the millennials employee performance within source of employee capabilities and the meaning in an among the State-Owned enterprise's as the result research from many scientist synthesis and contribution to body of knowledge for the theory of the Upper echelons theory, that some research gap that must be fulfill the novelty variables as the new models of the human resources management research within the leadership. (Bürkner & Lange, 2017; Darren, 2015; González, Rodríguez Gil, Martorell Cunill, & Merigó Lindahl, 2016; Ho, Nguyen, Adhikari, Miles, & Bonney, 2017; Husain, Dayan, & Di Benedetto, 2016; Järvinen & Karjaluo, 2015;)(Donkor et al., 2021a; Moss et al., 2007)

Furthermore, the objective of this analysis would be synthesis the new- research model to fulfilling the research gap between the role of leadership's style within its pursue on the productivity and millennial's employee performance. (Donkor et al., 2021b; Imhangbe et al., 2019; Syafii et al., 2015) Hence, the focus of an intervening variables as develop of resource of the fostering innovations within a synthesis of results to contribution on the body of knowledge to the theory of UE Theory. (Demirkan & Spohrer, 2014; Geraerds, 2012; Järvinen & Karjaluo, 2015; Kianto, Sáenz, & Aramburu, 2017; Kim, Cavusgil, & Cavusgil, 2013; Landrogoez, 2013; Li, 2010; Malik, Pereira, & Budhwar, 2017; Matošková & Směšná, 2017)

Moreover, the strategic choices have done by managers for improvement to the employee productivities performance within a good human resources and well competencies. (Bravo, Matute, & Pina, 2015; Kang & Lam, 2016; Mullen, Kelloway, & Teed, 2017)(Poisson-de Haro & Bitektine, 2015; Z. Wang et al., 2016)(Aima, Susilo, Purwanto and Wiratih, 2015)(Çetin et al., 2012)

The Company applies the Human Capital Management approach method in managing human resources where this method focuses on improving the quality of human resources so as to increase human resource capacity in facing the demands of company growth, PT Pembangunan Perumahan (Persero) Tbk or commonly known as is one of the State-Owned Enterprises engaged in building planning and construction. (<https://www.ptpp.co.id/human-capital/highlight>, 1042023)

The millennials are the largest generation in today's work force and have challenged the traditional leadership by having different values and expectations from their leaders. Further, the communication, relationship-building and empowerment are some of the key components in millennials' preferred leadership styles. These are some key principles that guide what millennials are looking for in a leader; Mission-based role assignment, Acknowledgment of life outside of work, Attention as an individual, not a group and Encouragement to work toward something greater than themselves. The needs of millennials in the workplace are driven by the desire to find a life purpose and fulfillment. A business must align its mission to one that serves a bigger, life-changing purpose than merely selling a product or service to the market. Leaders must define each role

assigned to a millennial based on this mission in order for them to find fulfilments. (<https://www.google.com/search?q=The+Leadership+Style+to+a+Millennial+Employee&oq=The+Leadership+Style+to+a+Millennial+Employee>)

The good leaders should be able to look at among employee holistically and needs and concerns within an outside of work directly that it could impact their employee job performance. Moreover, to manage among millennials employee could pertain; know what motivates them, create a values-driven workplace, commit to diversity, equity, and inclusion. Understand how millennials prefer to work, provide plenty of feedback, adopt a flexible leadership style and don't only within assume. (Moorthy et al., 2021; Salau et al., 2018)

2. LITERATURE REVIEW AND HYPHOTESIS DEVELOPMENT

The scientist movement has in this synthesis was investigating the research- model to pursue the millennials employee performance on conducted within the contributions for the body of knowledge on the Upper Echelons' theory of the firm for the competitions and holistic, also for the contributions in develop of the management implications to make the strategies within entire the state-owned companies. Importantly, in this inquiry for attempted the robust competitiveness advantage to leads the superior employee performance in the venture to doing business for the long-run and sustainable. (Ekiyanto et al., n.d.-a)

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

The organization structure and incremental innovation could improve of the well employee performance and the strategic approach on HR management and making subordinate within efficiently process to develop future action plan within the business development. (Ekiyanto et al., n.d.-b) The GST and Upper Echelons theory would help to knowing, evaluating, predicting and explaining the paradigm more to be precisions. Moreover, the R-A theory have some knowledge about competition entire firm in heterogeneous industries and the sustainable competitive advantage should have as the foundation of the corporations to create the best structures, bundles and provide the top-organization's resources and it's have smart- management within hybrid competitive strategy for achieving the employee performance within source of well employee capabilities. (Alisher Tohirovich, Changjoon, & Junghyun, 2017; Gabrielsson, Seppälä, & Gabrielsson, 2016; Shelby D. Hunt, 2013, 2015; Shelby D Hunt & Morgan, 1995; Krausert, 2017; Kumar & Yakhlef, 2016; Stan De et al., 2017; C.-J. Wang et al., 2014;

Future more, the six-practice leadership, perspective from Ashkenas and Manville (2019), state that the unique combining within practice leadership was has six characteristics such as follow figure 1 below:

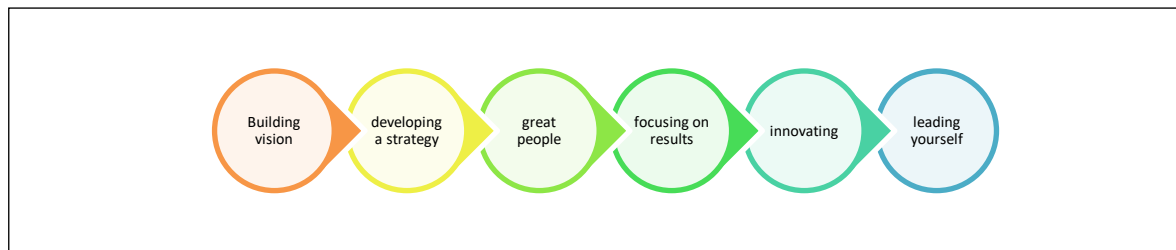


Figure 1. The six practice of Leadership

As a new form, the scholar was mentions to the grand theory UET to fulfill the research gap and its was make the contribution for the body of knowledge and gain the novelty the research result from an empirical research as follow, the figure 2 below(Ekiyanto et al., n.d.-a):

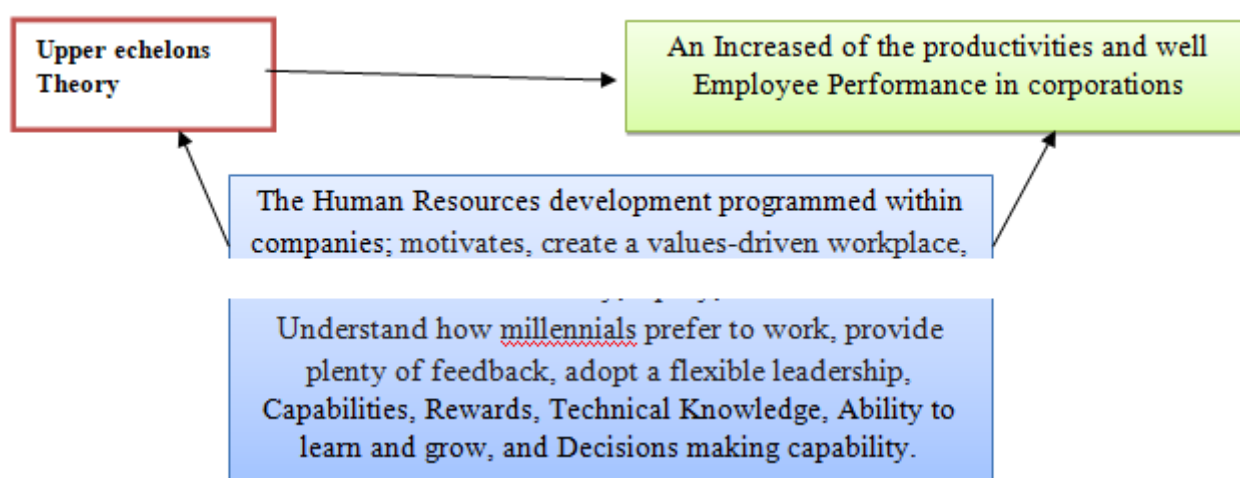


Figure 2. The Upper Echelons Theory and the Contributions on Body of Knowledge also to Evolve the Management Science

The Framework and Hypothesis

Regarding, the research framework of increased- Employee Performance within national retailer-Corporations in Jakarta, Indonesia should be to develop for fulfillment the research gap for finding the knowledge to improvement the superior- employee performance that it conduct to the empirical study within the previously research.(Chiang & Birtch, 2010; Gupta, Singh, & Bhattacharya, 2017; Munir, Rahman, Malik, & Ma’amor, 2012). Moreover, the schemes of research- framework as follow figure 3, below:

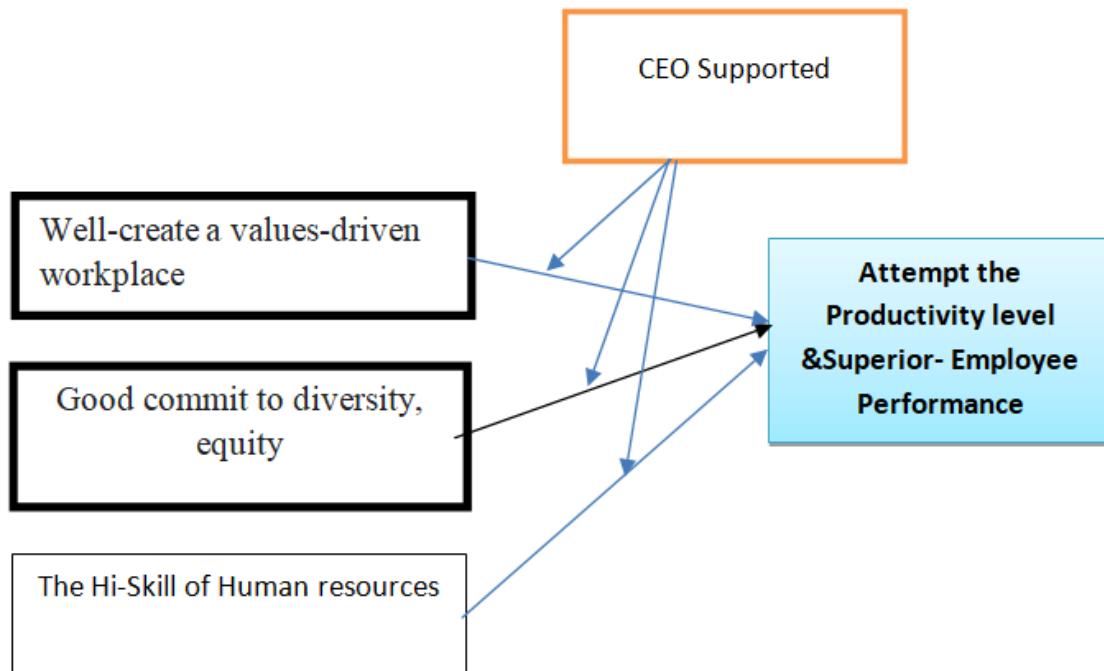


Figure.3. The Research Model to Increase the productivity level & superior Employee Performance
(Source: Develop from an Author)

The hypothesis in this study the conceptual research model, as follow:

H₁: The antecedent's factors are positively related to the increased the productivity levels and superior employee performance.

3. RESEARCH METHOD

In this study the research would conduct within the quantitative methods and the survey design. (Tuthill et al., 2020) Indeed, the respondent for this research conducted within total sampling and the employee many venture in Jakarta (Mathwick, Wagner, & Unni, 2010; E. Thomas, 2013). Hence, The survey was conduct within the self-administered questionnaire that uses the rating scale for among latent variables to make the response for increase the productivity levels and well employee performance. (Peng et al., 2020; Udin et al., 2022) (Sekaran and Bougie, 2016) Hence, the tools- instrument have the independently cross-sectional collected method and conducted with the rating scale as an interval data scale (1 to 10 very good). (Cluley et al., 2020; Dolnicar & Ring, 2014; Ekiyanto et al., n.d.-c; Mavhandu-Mudzusi et al., 2022; Ren et al., 2010).

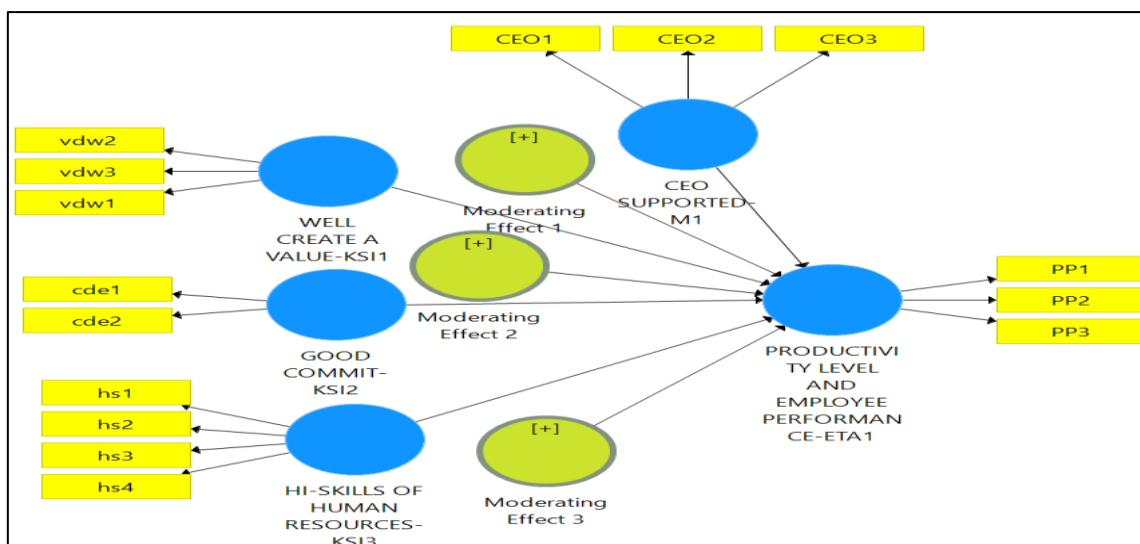


Figure 4. The SmartPLS Model to Increase the superior Employee Performance and base on the UET
 (Source: Develop from an Author)

Furthermore, the first step was doing assessments of the validity and reliability the parameters and the construct test that conducted with outer- model conducts to the structural equation modeling among variables within the outer model testing, the second step should assessment of the hypotheses testing within the inner-model by assessments with the $p\text{-value} < 0.05$. (Hair, Black, Babin and Anderson, 2010)(Evermann & Tate, 2016)(Guerras-Martín et al., 2014; Wut et al., 2021)

4. DATA ANALYSIS

The business model data analysis would conduct to the structural equation modeling(the SmartPLS), because entire the five variables were identified latent characteristics.(Chang et al., 2016; Seduram et al., 2022) Moreover, the two step approach have pertains; outer-model and the structural hybrid full model such as the inner-model and used the predictive strategies were conducted in this multivariate data analysis, with a testing the validity and the reliability construct, also synthesis the hypothesis to predict.(Chang et al., 2016) (Susilo and Yulius, 2017). The research result could 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 < 2.50 and an univariate and multivariate of normality test.(Chang et al., 2016)Hence, the entire hypothesis confirmed was conducted with t value > 2 and the $p\text{-value} < 0.05$, within the level of significance research result was 95%.(Hair, Black, Babin and Anderson, 2010)(Evermann & Tate, 2016).

5. CONCLUSIONS AND RESEARCH CONTRIBUTION.

Importantly, our research result would successfully to predicted entire hypotheses, and the best value could be fined to increase of the productivity level and a superior employee performance. Hence, the scholar hopes the fulfillment the research gap within the new research model would effectively to achieve the hi- productivity level and an employee performance with the smart planning to develop HRM-program. (Hewagama et al., 2019)

Furthermore, the research contributions were within 2 (two) area that pertain; first, the contributions for theoretical implications to the body of knowledge of the recourses advantage in human resource strategic development. Moreover, the conducted with The Upper Echelons Theory as the explanations and predicted the relationship for the increased the productivity level and the employee performance that it will investigate on the basic research in management science such as the scientific approach. (Nguyen et al., 2021; Ramachandran et al., 2020)

Acknowledgement

Thank you so much to the Business-Methods class and the New Expertise and Experience Learning Club, Faculty of Economic and Business, University of Persada Indonesia Y.A.I. To my colleague and students. To in Kind Workshops The NEW- 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.

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