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**THERE IS A CLEAR UNDERSTANDING REGARDING HIORGANIZATION'S RESOURCES: MINIMIZE CORPORATE TURNOVER**

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**ABSTRACT**

The corporate turnover should not function under the misconception of implementing the vision and missions within the diverse industrial competitiveness, the intense competition, firm engagement, big data, the management information dashboards system, HRM value and their interactions, trust value, and job performance. The research on career concerns most effectively clarifies the reasons for possible performance declines in late-stage employment. In this regard, fields such as economics, political science, and management studies emphasize career concerns as crucial motivators. A key prediction from this body of research is that a significant portion of motivation is associated with an individual's future career opportunities. The expectation of enhanced reputations, promotions, salary increments, and future job prospects acts as a strong incentive to exert effort in the current position. The implementation of effective occupational health and safety management must be associated with various dimensions, including adequate safety training, leadership, safety measures, and fire safety measures, to become an integral component of a comprehensive occupational health and safety management system. This system aims to achieve the practical objective of implementing and improving employee turnover intention while ensuring zero hazards. This investigation aims to address the research gap concerning conducts to reduce corporate turnover. Consequently, the research methods employed are based on an exploration approach for finding the newest trend of corporate turnover in this decade. Additionally, the foundational research of the human resources management research model proposed aims to advance human resources management science as a significant scientific contribution. The HRM model aims to fill the research gap regarding the connection between the factors influencing job performance and their impact on decreasing corporate turnover in multinational corporations. This initiative seeks to alleviate CEO turnover and develop effective strategies for business recovery. Furthermore, the research gap is tackled by presenting a novel human resources development research model designed to enhance job performance in multinational corporations while promoting social value.

**KEYWORDS:** Corporate turnover; big data; competitive advantage; job market.

## **1.0 INTRODUCTION**

The most effectively elucidates the reasons behind potential performance declines in latestage employment is the research on career concerns. In this context, economics, political science, and management studies highlight career concerns as significant motivators. A central prediction from this body of work is that a substantial part of motivation is linked to an individual's future career prospects. The anticipation of improved reputations, promotions, salary increases, and future employment opportunities serves as a powerful incentive to put forth effort in the present role. The decline in performance is notably significant, resilient to variations in model specification, and subject to moderation. Additional investigation into individual differences, organizational practices, and the contexts of firms that affect the consequences of the impending exit period would be highly beneficial. Perhaps the most evident conclusion here is that the extent of performance declines prior to exit, along with the frequency of impending-exit periods at any given moment (as we all ultimately depart), carries substantial implications for both theory and practice concerning turnover, as researchers and practitioners strive to gain a deeper understanding of the impact of human capital mobility on organizations (Ko & Trevor, 2025). The effective management of occupational health and safety must encompass multiple dimensions, such as sufficient safety training, leadership, safety protocols, and fire safety regulations, to become a fundamental part of a thorough occupational health and safety management system. This system is designed to fulfil the practical goal of enhancing employee turnover intention while maintaining a zero-hazard environment (Rydell et al., 2019). Turnover intention refers to an employee's desire to voluntarily leave their current organization. A high turnover rate can significantly affect an organization's productivity, employee morale, operational costs, and its long-term competitive advantage (Kalhor et al., 2025).

The multinational corporations face certain misconceptions and gaps that need addressing in order to enhance their market position and financial performance during this global pandemic amidst turbulent economic conditions. The absence of development and pursuit in digital decade indicates that HRM require a robust platform, the establishment of a digital culture, and the necessary digital resources to facilitate business development (Herhausen et al., 2020).

Consequently, the engagement of among employee through digital channels, the creation of HRM value, and incremental innovations have emerged as significant findings in research outputs from various scholars. Employee turnover can happen for various reasons, including termination, resignation, retirement, death, and transfers to different sections within the organization. External factors—such as financial pressures, work-family balance, or economic crises—can influence both individual turnover decisions and the overall turnover rate of an organization. High turnover can be especially detrimental to a company's productivity, as skilled employees are often difficult to replace. Organizations may monitor turnover internally by department, division, or demographic group. Such analyses can help identify whether disproportionate departures are occurring within

specific teams or among particular demographic groups, thereby alerting leadership to potential systemic issues that may need to be addressed. Organizations frequently conduct surveys with departing employees to gain insights into the reasons behind voluntary turnover, and many discover that promptly addressing the identified concerns can significantly lower the rate of departures. Common retention strategies include benefits such as paid sick leave, paid holidays, and flexible work schedules (Vivek et al., 2012), (Hollebeek, 2012), (Harrigan et al., 2017), (Bitter and Grabner-Kräuter, 2016), (Hamilton, 2009, Haifen et al., 2017, Glińska-Neweś et al., 2017, Straker and Wrigley, 2016). Furthermore, the study must examine the impact on competitive advantage and job performance of multinational firms' products, as indicated by research findings from numerous scholarly analyses. This highlights a research gap that necessitates the introduction of novel variables and new models to be predicted within human resources management research. (Bürkner and Lange, 2017, Wang et al., 2017, Straker and Wrigley, 2016, Walmsley, 2016, Järvinen and Karjaluoto, 2015).

Therefore, the aim of this study on business development is to develop a new conceptual HRM model that addresses the research gap concerning the relationship between the antecedents of job performance and their implication to reduce corporate turnover within multinational corporations. This is intended to mitigate CEO turnover and formulate effective business recovery strategies. Moreover, the research gap is addressed through the introduction of a new human resources development research model aimed at improving the job performance within multinational corporations and fostering social value. This approach introduces new latent variables, such as promoting radical innovation, within a research model designed to enhance the job performance. These antecedent variables are expected to facilitate business recovery across various industries (Li, 2010; Järvinen and Karjaluoto, 2015; Obal and Lancioni, 2013; Walmsley, 2016; Demirkan and Spohrer, 2014; Geraerds, 2012; Landrogez, 2013; Kim et al., 2013).

The business model of a corporation significantly influences the HRM strategies employed by accountable-based multinational corporations, which possess various methods for developing digital HRM plans. It is essential for these strategies to be integrated across multiple sources, as modern incremental innovations are crucial for effectively competing in a challenging the job market. This development is vital for resource advantage and for formulating a strategic recovery for the business. Consequently, multinational corporations should focus on digital engagement to anticipate interactions between digital channels and end-users. The robust digital HRM strategies implemented by these firms create among employee value in the digital era, impacting their competitive advantage. This approach can enhance the job performance among firms operating with serving as a moderating factor in business recovery. (Anselmsson and Bondesson, 2015, C. Roach et al., 2014, Ben Aissa and Goaid, 2016, Takata, 2016).

## **2.0 LITERATURE REVIEW**

The previous literature, as examined in this analysis, focused on a model comprising eight latent variables, which aimed to enhance the contributions to the grand R-A theory and to expand the body of knowledge, thereby providing more empirical results and advancing the science of human resources management. This also pertains to the contributions regarding management implications, which serve as action plans and executive summaries for strategies applicable across the entire

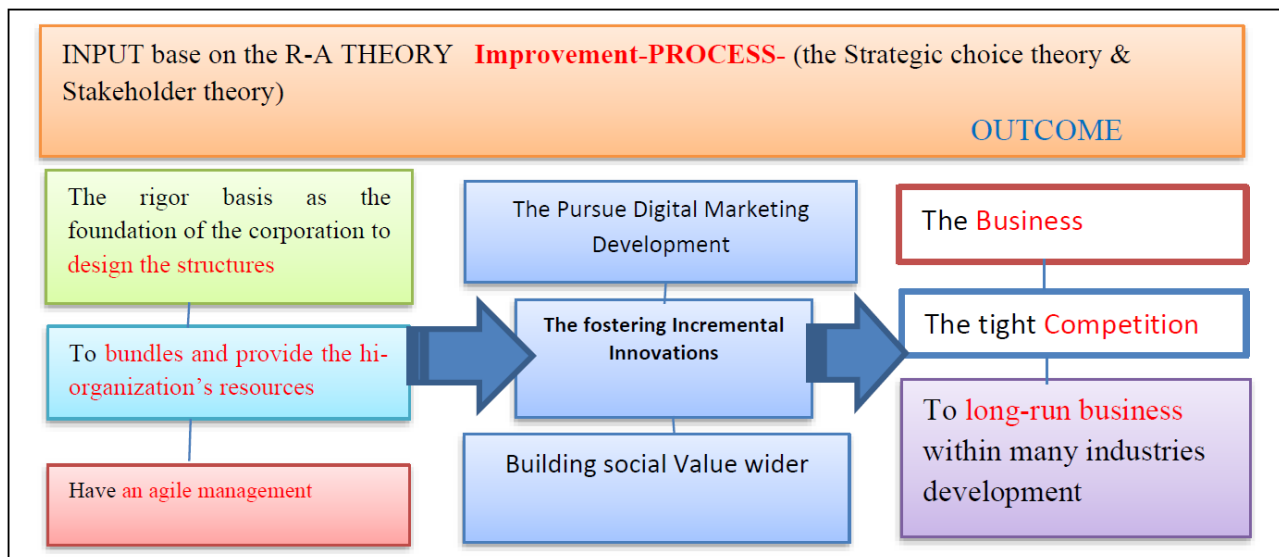
multinational enterprise, particularly in relation to HRM business strategies. Moreover, this inquiry was conducted through the lens of practice theory, which correlates with the R-A Theory to pursue a robust competitive advantage. Practical implications for managing employee turnover in the industry indicate that organizations must prioritize the establishment of a work culture that recognizes and supports employees' obligations alongside their professional responsibilities. It is crucial to promote a healthy work-family balance through both formal policies and an informal culture to effectively mitigate (Kalhor et al., 2025). One approach to comprehending employee well-being in the workplace is through the job demands-resources model (JD-R). This model originated from research on employee burnout and workplace motivation (Bakker et al., 2023). In essence, it suggests that the features of an individual's job can affect their work-related well-being and, consequently, their job performance. JD-R comprises two primary components believed to impact employee performance. The first component, job demands, is defined as the elements of the job that 'refer to those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs.' Commonly referenced conceptualizations of job demand include time constraints, work pressure, role conflicts, and quantitative workload. It is important to note that job demands are not always viewed negatively by employees, particularly when these demands are perceived as challenges that offer opportunities for growth. However, it should be acknowledged that demands are frequently seen as obstacles that elevate work-related stress while yielding minimal developmental advantages for the employee (Emidy et al., 2025).

### **The R-A Theory, the Stakeholder theory and the Strategic choice theory to evolve of the science**

The study of career concerns most effectively elucidates the factors that may lead to performance declines in the later stages of employment. In this context, disciplines such as economics, political science, and management studies highlight career concerns as vital motivators. A primary prediction derived from this research is that a considerable amount of motivation is linked to an individual's prospective career opportunities. The anticipation of improved reputations, promotions, salary increases, and future job prospects serves as a powerful incentive to put forth effort in the present role (Ko & Trevor, 2025). In this study, the resources-advantage (R-A) theory could provide insights into the competition among corporations operating in heterogeneous ventures for conducting business. Subsequently, the sustainable competitive advantage must be firmly established as the foundation for corporations to design their structures, assemble resources, and implement agile management practices. This approach is essential for advancing business recovery strategies and achieving success in long-term competition across various industry developments (Hunt, 2013; Hunt, 2015; Hunt and Morgan, 1995).

Furthermore, existing literature in this mid-range theoretical framework, such as the Strategic Choice Theory, posits that managerial decisions play a crucial role in determining corporate success or failure, emphasizing the importance of strategic renewal and repositioning (Child, 1972; Hult, 2011). Additionally, Stakeholder Theory can assist managers in understanding the ethical and moral values necessary for effectively managing firms, considering the interests of shareholders and various stakeholder groups, as illustrated in Scheme 1 below (Hooks and Stewart, 2015; Ren et al.,

2016; Hernández-Perlins, 2016; Carvalho and Gomes, 2017; Forthofer et al., 2016; Ghozali, 2020).



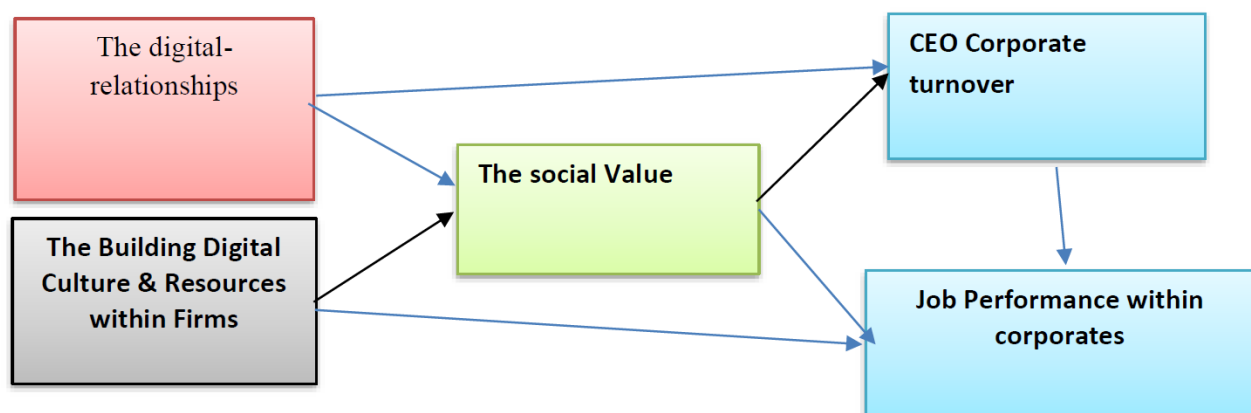
**Scheme 1.** The Scientific HRM Model of Business  
 (Source: Develop from an Authors- concept)

### Framework Development and Hypothesis

There are distinct categories into which turnover can be categorized. Voluntary vs involuntary turnover: voluntary turnover takes place when an employee chooses to resign from an organization of their own accord. This type of turnover may arise from various factors, including a more attractive job offer, conflicts among staff, or insufficient opportunities for advancement, among others. In contrast, involuntary turnover happens when the employer decides to terminate an employee, resulting in the employee leaving their position against their will. The reasons for involuntary turnover can include inadequate performance, staff conflicts, or organizational downsizing. Functional vs Dysfunctional turnover: functional turnover refers to the departure of a low-performing employee from the organization. This type of turnover helps reduce the administrative burden on the company, as it eliminates the need to navigate the potentially challenging process of demonstrating an employee's inadequacy. Instead, the organization acknowledges the employee's decision to leave. On the other hand, dysfunctional turnover occurs when a high-performing employee departs from the organization. This type of turnover can be financially detrimental to the organization and may result from a more enticing job offer or a lack of career advancement opportunities. Excessive turnover is not only expensive but can also tarnish an organization's reputation. Nevertheless, there is also positive turnover, which happens when an organization successfully finds a better fit with a new employee for a specific role. Positive turnover can also occur when an employee has outgrown the opportunities available within a particular organization and needs to advance their career elsewhere. Avoidable vs Unavoidable turnover: avoidable turnover arises from circumstances that the organization can influence to persuade employees to reconsider their decision to leave, such as inadequate pay and benefits or poor working conditions. Conversely, unavoidable turnover occurs due to circumstances beyond the organization's control, such as a family relocation or a serious illness. A study was conducted on

work-related stress, work-family conflict, and the intention to leave among university employees. The significance of perceived organizational support was highlighted as the key factor in moderating and reducing employees' turnover intentions (Kalhor et al., 2025).

Indeed, the research framework concerning the task Performance of Multinational Corporations must address the existing research gap by enhancing knowledge and developing scientific methods aimed at improving the job performance across diverse industries. This endeavor also contributes to the R-A Theory, enriching the body of knowledge and advancing new scientific insights (Hunt, 2015; Hunt, 2013; Hunt and Arnett, 2006). Furthermore, the researcher aims to enhance contributions to the body of knowledge through the strategic choice theory, which focuses on the close relationship between HRM managers and their decisions, the rapid changes in the marketplace, and the correlation between managers and the job-market environment. This mid-range theoretical framework, such as the Strategic Choice Theory, could serve as a bridge to practical management theories, facilitating effective business operations. Consequently, the Stakeholder Theory can assist managers in understanding the ethical and moral values necessary for managing firms responsibly, considering the interests of shareholders and various stakeholder groups (Hooks and Stewart, 2015; Ren et al., 2016; Hernández-Perlines, 2016; Carvalho and Gomes, 2017; Forthofer et al., 2016; Ghozali, 2020). Moreover, the research model that investigates job-market positioning and its impact on job performance is illustrated in Figure 2 below (Herhausen et al., 2020).



**Figure 2.** The Research Model of Pursue the Job Performance among Firms as a proposed  
(Source: Develop from an Authors- concept)

### The significance of pursue the job performance in corporation

**H<sub>1</sub>:** The building digital culture & resources within firms and the digital relationships are positively related to pursue and building the social-value as the intervening, enhance the job performance that it conducts to the CEO corporate turnover.

### 3.0 METHODS

Unit analysis, data collection, and the measurement of variables in the contemporary digital era, respondents are those consumers who engage daily with the latest technological products through

consecutive sampling. The population eligible for the sample frame is based on the SEM-multivariate requirement, which necessitates between 70 to 100 respondents (Mathwick et al., 2010; Thomas, 2013; Sarstedt et al., 2016; Hasan and Ali, 2015). Data will be collected from central Jakarta, where individuals utilize smartphones in their daily activities. The sampling method employed in this study is clustered-area sampling (Sekaran and Bougie, 2016). Consequently, a longitudinal survey will be conducted using a self-administered questionnaire that incorporates a rating scale for all latent variables, aimed at gauging responses regarding the use of the latest consumer goods brands in smartphones (Sekaran and Bougie, 2016; Susilo, 2017; Susilo, 2020). Additionally, the instruments utilized will follow an independently cross-sectional collection method, employing a rating scale as an interval data scale (ranging from 1 to 10, where 10 indicate strong agreement). Therefore, the validity and reliability of the constructs will be tested through a measurement model in structural equation modeling, focusing on the outer model among latent variables. The subsequent phase will involve assessing the structural model as an inner model improvement within the hybrid-full model (Susilo, 2020; Hair, Black, Babin, and Anderson, 2010). The indicators for enhancing job-market position include pursuing competitive advantages for firms, fostering knowledgeable employees, and improving production efficiency. Furthermore, the digital transformation within firms is characterized by indicators such as essential readiness, with intervening variables that encompass robust digital marketing (multitasking and high performance) and a focus on creating customer value through the latest technology and user-friendly designs.

#### **Data analysis, The Model of Fitting and Hypothesis testing**

The data analysis was conducted using structural equation modeling with the SmartPLS software, as all the variables exhibited latent characteristics that needed to be measured across all dimensions and indicators (Hair et al., 2011; Hair et al., 2010a). Furthermore, a two-step approach was employed, which included the measurement model as the outer model and the structural hybrid full model as the inner model. The predicted strategies were applied in this multivariate data analysis, involving the testing of validity and reliability constructs, as well as synthesizing the fitting model and validating the hypotheses (Hair et al., 2010b; Sarstedt et al., 2016; Susilo and Yulius, 2017).

#### **The Model in Hypothesis Testing and Predictions**

The p-value within an inner model serves as an assessment tool among hypotheses, which it would evaluate using the bootstrapping method in the context of inner model assessments (Hair et al., 2010a; Hair et al., 2010b; Sarstedt et al., 2016). Consequently, the entire hypothesis was predicted with a t value exceeding 2.00 (Hair et al., 2010a). Corporate turnover should not proceed under the misguided belief of fulfilling the vision and missions amidst diverse industrial competitiveness, intense rivalry, firm commitment, comprehensive data, the HRM information dashboard system, customer-centric value and their interactions, trust value, job-market position. This study aims to address the research gap concerning competitive advantage in relation to job performance among all multinational corporations in Jakarta. The innovative research framework incorporates intervening variables, particularly the pursuit of task performance which could be further refined within the R-A theory. Consequently, the research methodologies employed are based on a proposed strategy utilizing structural equation modeling with SmartPLS, a partial least squares method grounded in variance matrix analysis, which is consistent with fundamental research

development. Moreover, the foundational research of the proposed management research model aspires to advance management science as a significant scientific contribution.

#### **4.0 CONCLUSIONS AND RESEARCH CONTRIBUTION**

The researcher aspires that the exploration of the marketing research model will address the existing research gap and that the newly proposed optimal HRM model will successfully attain Job market and positively influences task performance through online platforms utilizing digital technologies. This approach aims to enhance customer social value, driven by the HRM research model, which is expected to promote incremental innovation and liquid investment as moderating latent variables. According to previous literature, the contributions of this research are categorized into two primary areas: first, the theoretical implications that enrich the body of knowledge regarding high-resource advantages, as well as the job market positioning and pursue task performance impacts of multinational ventures within the field of marketing sciences, serving as foundational research development. Furthermore, the study is grounded in R-A theory, which elucidates and forecasts the relationship between task performance and job market-based research in management, particularly in the development of HRM research models among firms. This midrange theoretical framework, such as Strategic Choice Theory, aims to connect practical management theories to real-world business practices. Consequently, Stakeholder Theory can assist managers in comprehending the ethical and moral dimensions of managing firms, ensuring that they uphold ethical standards in business dealings with shareholders and various stakeholder groups. The corporate turnover should not function under the misguided belief that it can successfully implement its vision and missions while navigating the diverse landscape of industrial competition, intense rivalry, unwavering commitment, comprehensive data, the HRM information dashboards system, customer-centric value and their interactions, trust value, job market position.

This study concerning competitive advantage in relation to task performance among all multinational corporations located in Jakarta. The innovative research framework incorporates intervening variables, particularly the emphasis on digital HRM and customer value, which may be further refined within the R-A theory. Consequently, the research methodologies employed are grounded in a proposed strategy that utilizes structural equation modelling with SmartPLS, a partial least squares approach based on variance matrix analysis, which is consistent with fundamental research development. Additionally, the foundational research of the suggested management research model seeks to advance management science as a significant scientific contribution. The corporate business model has a significant impact on the human resource management (HRM) strategies utilized by accountable-based multinational corporations, which employ various approaches to develop digital HRM plans. It is imperative that these strategies are integrated across diverse sources, as contemporary incremental innovations are essential for effectively competing in a demanding job market. This advancement is crucial for gaining resource advantages and for devising a strategic recovery plan for the business. As a result, multinational corporations should prioritize digital engagement to foresee interactions between digital channels and end-users. The comprehensive digital HRM strategies adopted by these organizations foster employee value in the digital age, thereby influencing their competitive edge. This initiative aims to reduce CEO turnover and formulate effective strategies for business recovery. Additionally, the research gap is addressed

by introducing a novel human resources development research model aimed at improving job performance in multinational corporations while also enhancing social value.

There are various categories into which turnover can be classified. Voluntary versus Involuntary turnover: voluntary turnover occurs when an employee opts to resign from an organization of their own volition. This form of turnover may stem from several factors, such as a more appealing job offer, interpersonal conflicts among staff, or a lack of advancement opportunities, among others. Conversely, involuntary turnover takes place when the employer chooses to terminate an employee, leading to the employee's departure against their wishes. The causes of involuntary turnover can include subpar performance, staff disputes, or organizational downsizing. Functional versus Dysfunctional turnover: functional turnover pertains to the exit of a low-performing employee from the organization. This type of turnover aids in alleviating the administrative burden on the company, as it removes the necessity to navigate the potentially difficult process of proving an employee's inadequacy. Instead, the organization recognizes the employee's choice to depart. In contrast, dysfunctional turnover happens when a high-performing employee leaves the organization. This type of turnover can be financially harmful to the organization and may result from a more attractive job offer or a lack of career progression opportunities. High levels of turnover are not only costly but can also damage an organization's reputation. However, there is also positive turnover, which occurs when an organization successfully identifies a better fit with a new employee for a specific role. Positive turnover can also take place when an employee has outgrown the opportunities available within a particular organization and seeks to advance their career elsewhere. Avoidable versus Unavoidable turnover: avoidable turnover results from factors that the organization can influence to encourage employees to reconsider their decision to leave, such as insufficient pay and benefits or unfavourable working conditions. On the other hand, unavoidable turnover arises. The reduction in performance is markedly substantial, remaining unaffected by changes in model specification, and is open to moderation. Further exploration into individual variances, organizational practices, and the circumstances of firms that influence the outcomes of the impending-exit phase would be extremely advantageous. Perhaps the most apparent conclusion here is that the degree of performance reductions before exit, along with the occurrence of impending-exit phases at any point in time (as we all eventually leave), holds significant implications for both theoretical and practical aspects regarding turnover, as researchers and practitioners endeavor to achieve a more profound comprehension of the effects of human capital mobility on organizations.

Finally, among of the corporate business model plays a pivotal role in shaping the strategies utilized by accountable-based multinational corporations, which employ diverse techniques for crafting digital marketing plans. It is imperative that these strategies are harmonized across various platforms, as contemporary incremental innovations are essential for effectively navigating a competitive market landscape. This evolution is crucial for gaining resource advantages and for devising a strategic recovery plan for the enterprise. As a result, multinational corporations ought to prioritize digital customer engagement to foresee interactions between digital channels and end-users.

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