

# Efek sumber daya headquarter dan mitra lokal terhadap pembangunan kompetensi manajer dan pengembangan kapabilitas unit subsidiari: uji komparasi manajer Indonesia dan manajer lokal di Nigeria = The effect of headquarter and local partner resources on manager competence building and business unit capability development comparative test of Indonesian and Nigerian local manager in Nigeria

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## Abstrak

### <b>ABSTRAK</b><br>

Studi ini mengaplikasikan model resource orchestration untuk mengamati pembangunan kompetensi manajer subsidiari, dan pengaruhnya terhadap kinerja subsidiari. Model diuji dengan data subsidiari Indonesia yang beroperasi di Nigeria, yang diolah memakai structural equation model. Hasil penelitian menunjukkan bahwa pembangunan kompetensi manajer subsidiari lebih dominan dipengaruhi oleh absorptive capacity subsidiari daripada sekedar mengakumulasi pengalaman mengelola sumber daya headquarter dan mitra lokal. Namun kompetensi manajer tersebut harus dimediasi oleh proses akumulasi asset dan pengembangan kapabilitas pada unit-unit bisnis di bawahnya agar mempengaruhi kinerja. Studi ini juga membuktikan bahwa dalam organisasi subsidiari yang kecil, perbedaan persepsi antar manajer dengan latar belakang budaya berbeda terhadap aktifitas rutin sehari-hari seperti aktifitas dalam resource orchestration masih tetap ada. Satu satu kontribusi penting dari studi ini adalah menjelaskan secara detail bagaimana sumber daya yang diinvestasikan headquarter menjadi kinerja di negara tujuan.

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### <b>ABSTRACT</b><br>

This study applies resource orchestration model to investigate the building of country manager's competence, and its influence to subsidiary performance. Model was tested using data of Indonesian subsidiaries operated in Nigeria, which were proceeded using structural equation model. The results show that the building of country manager's competence is more dominantly influenced by subsidiary's absorptive capacity than managing headquarter or local partner resources that result the accumulation of experience. However, this manager competence must be mediated by asset accumulation and capability development in the business unit level in order to influence subsidiary's performance. Furthermore, this study finds that even in a small subsidiary organization, perceptual gap between managers from dissimilar cultures toward common daily activities such as resource orchestration activities still exists. One important contribution of this study is to provide the explanation of how headquarter resources invested abroad are transformed into performance in the host country.