

To cite this article: Wilar Hesangga Asghar\*, Yosi Nabila Hanifah, and Wilhelmus Hary Susilo\* (2026). Pursue Job Motivation in Retail Corporations: External elements that influence job motivation along with its Evolving Management Science. International Journal of Education, Business and Economics Research (IJEER) 6 (3): 111-131

**PURSUE JOB MOTIVATION IN RETAIL CORPORATIONS: EXTERNAL ELEMENTS THAT INFLUENCE JOB MOTIVATION ALONG WITH ITS EVOLVING MANAGEMENT SCIENCE**

**Wilar Hesangga Asghar<sup>1\*</sup>, Yosi Nabila Hanifah<sup>2</sup>, and Wilhelmus Hary Susilo<sup>3\*</sup>**

MAGISTER MANAGEMENT OF FEB,  
University of Persada Indonesia Y.A.I 1972

Orcid: 000-0002-6758-1159, and  
Scopus Author ID: 56539508300,

<https://doi.org/10.59822/IJEER.2026.6307>

**ABSTRACT**

External factors that affect job motivation, known as extrinsic motivators, encompass organizational, social, and economic elements that exist outside an employee's intrinsic motivation and drive them to excel. The primary components include competitive salaries, acknowledgment, supportive leadership, a conducive work atmosphere, opportunities for career advancement, and job stability. These can be categorized as follows: Financial Rewards (Tangible): Salary, bonuses, and extensive benefits packages serve as fundamental motivators. Organizational Support: Efficient management, open communication, and well-defined, attainable objectives help alleviate frustration and enhance engagement. Work Environment: Both the physical aspects (quality of the workspace) and the non-physical aspects (organizational culture, camaraderie) play a crucial role in influencing performance. Professional Development: Access to training, career progression, and skill enhancement opportunities. Recognition and Prestige: Formal incentives, employee appreciation initiatives, and job titles contribute to motivation. External Pressures: Economic circumstances, competition within the industry, and personal life factors (such as social support) can also affect an individual's commitment. The study aims to analyze and investigate the research gap present within the national fast-moving consumer goods firms in Indonesia. The novelty of the research arises from predicting the management business research model, which seeks to enhance firm performance driven by extrinsic job motivation. This approach significantly contributes to the body of management and business science, particularly in relation to the Resource-Advantage (R-A) theory and the theory of the Growth of the Firm, developed through an analysis of industrial retail FMCG firms. Consequently, the research methodology will employ a predictive strategy utilizing multivariate data analysis among latent variables, which will be examined using SmartPLS software. The results indicate that the research model suggests that extrinsic job motivation within retail FMCG firms in Indonesia can predict market position, with a p-value of less than .05.

**KEYWORDS:** Extrinsic job motivation, national- retail firms, financial performance.

© The Authors 2026  
Published Online: May 2026

Published by International Journal of Education, Business and Economics Research (IJEER) (<https://ijeber.com/>) This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: <http://creativecommons.org/licenses/by/4.0/legalcode>

---

## 1.0 INTRODUCTION

External factors influencing job motivation, referred to as extrinsic motivators, include organizational, social, and economic elements that lie outside an employee's intrinsic motivation and encourage them to perform at their best. The key components consist of competitive salaries, recognition, supportive leadership, a favorable work environment, opportunities for career growth, and job security. These factors can be classified as follows: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages act as essential motivators. Organizational Support: Effective management, transparent communication, and clearly defined, achievable goals help reduce frustration and improve engagement. Work Environment: Both the physical characteristics (quality of the workspace) and the non-physical characteristics (organizational culture, camaraderie) significantly influence performance. Professional Development: Availability of training, career advancement, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation programs, and job titles play a role in motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also impact an individual's dedication. The objective of this study is to examine and explore the existing research gap within Indonesia's national fast-moving consumer goods companies. The originality of this research stems from its attempt to forecast a management business research model aimed at improving firm performance through extrinsic job motivation. This offers a significant contribution to the field of management and business science, especially concerning the Resource-Advantage (R-A) theory and the Growth of the Firm theory, which have been developed through an analysis of industrial retail FMCG companies. As a result, the research methodology will adopt a predictive approach that utilizes multivariate data analysis among latent variables, which will be analyzed using SmartPLS software. The findings suggest that the proposed research model indicates that extrinsic job motivation within retail FMCG firms in Indonesia can effectively predict their market position. The financial performance on national retail FMCG firms have some emergence- cash flow indicated as follow; the agency cost, risk management of the firm, the rigor competitions, provide some big data, human resources, market oriented and incremental innovations, market position and the human resources management (Graça, Barry, & Doney, 2016; Hau, Evangelista, & Thuy, 2013; Savitri, 2018; Shelby, 2007; T. Thomas, 2015)

(Vivek, Beatty, & Morgan, 2012), (Hollebeek, 2012), (Harrigan, Evers, Miles, & Daly, 2017), (Bitter & Grabner-Kräuter, 2016), (Glińska-Noweś, Sudolska, Karwacki, & Górka, 2017; Haifen, Mengya, & Jingqin, 2017; J. Hamilton, 2009; Straker & Wrigley, 2016).

Alternative external incentives frequently encompass financial rewards, accolades, stress, and interpersonal connections. The Social Motivation Theory, developed posits that motivation is

enhanced by external influences including social backing, peer influence, and validation. Recently, the study have the low-process of the impact to the market position and the financial performance and the meaning in an entire national-Retail firms of the fast moving consumer goods (FMCG) as the result research from some researcher synthesis and contribution on management science that it rooted from the organizational theory in management and business, and the research gap that must be fulfill the novelty variables as the new models of the emerging market- based research, such as the extrinsic- job motivation within human resources advantage. (Bürkner & Lange, 2017; Catania, 2014; Darren, 2015; González, Rodríguez Gil, Martorell Cunill, & Merigó Lindahl, 2016; Ho, Nguyen, Adhikari, Miles, & Bonney, 2017; Järvinen & Karjaluoto, 2015; Lassala, Carmona, & Momparler, 2016; Straker & Wrigley, 2016; T. Thomas, 2015; Walmsley, 2016; W.-L. Wang, Malthouse, Calder, & Uzunoglu, 2017)

The human resources development in management science within on an entire national- Retail FMCG corporations have focus strategic plan to attempt the financial performance in the global pandemic era, and inventions- competitively within the industrial competition, the human resources- advantage and would pursue among national market for having the new- opportunity for reach the profit embedded on the business with create and deliver unique value on among consumers and the climate knowledge sharing within among employee and personality and also motivation. (Kianto et al., 2017; Llopis & Foss, 2016; Mahlamäki, Rintamäki, & Rajah, 2019)

Hence, the manager would have a strategic choices have an important ways for improvement firm performance (R. T. Hamilton, 2011; Reid & Brady, 2012) (Poisson-de Haro & Bitektine, 2015; Z. Wang, Sharma, & Cao, 2016)(Aima, Susilo, Purwanto and Wiratih, 2015). Moreover, an among national FMCG corporate should improve the customer engagement to create knowledge network for the relations between digital channel and an end-user, on the national FMCG venture in the digitalize era to affect the financial performance and its effect. (Fang, Wang, & Chen, 2017; Ghosh & Wu, 2012; Gupta & Polonsky, 2014; Koudelková & Milichovský, 2015; Wagner & Rudolph, 2010; W. Yu, Ramanathan, & Nath, 2013) (Anselmsson & Bondesson, 2015; Ben Aissa & Goaid, 2016; C. Roach, Ryman, & White, 2014; Takata, 2016).

This research aims to delve deeper into the concept of human resource management, taking into account aspects of alternative external incentives, which often include financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been developed, suggests that motivation is bolstered by external factors such as social support, peer influence, and validation. Recently, studies have examined the low-process impact on market positioning and financial performance, as well as the implications for national retail firms within the fast-moving consumer goods (FMCG) sector. This research is based on a synthesis of contributions from various researchers in management science, rooted in organizational theory within management and business, highlighting the research gap that must be addressed regarding novel variables. This study seeks to explore the concept of human resource management in greater depth, considering the various aspects of alternative external incentives, which typically encompass financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been formulated, indicates that motivation is significantly influenced by external factors, including social support, peer influence, and validation. Recently, investigations have

focused on the low-process effects on market positioning and financial performance, as well as the significance for national retail firms in the fast-moving consumer goods (FMCG) industry. The findings stem from a synthesis of research contributions in management science, grounded in organizational theory related to management and business, and underscore the existing research gap that needs to be filled with innovative variables.

## **2.0 LITERATURE REVIEW**

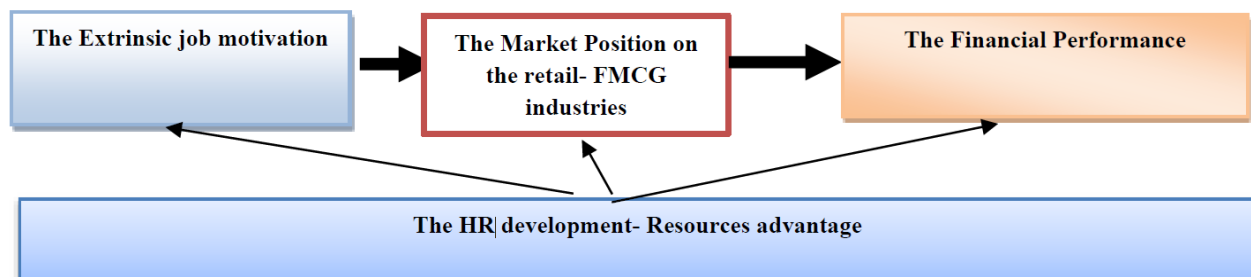
External factors that affect job motivation, known as extrinsic motivators, encompass organizational, social, and economic elements that exist outside an employee's intrinsic motivation and inspire them to excel in their roles. The primary components include competitive salaries, acknowledgment, supportive leadership, a conducive work environment, opportunities for career advancement, and job security. These factors can be categorized as follows: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages serve as crucial motivators. Organizational Support: Effective management, open communication, and well-defined, attainable goals contribute to reducing frustration and enhancing engagement. Work Environment: Both the physical attributes (quality of the workspace) and the non-physical attributes (organizational culture, camaraderie) have a significant impact on performance. Professional Development: Access to training, career progression, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation initiatives, and job titles contribute to motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also influence an individual's commitment.

The study was to an inquiry of the research- HR development model in management science and conducted within the contributions for the evolve of managements science and business that it will be rooted the R-A Theory for the competitions and holistic, also for the contributions in develop of the management implications within the FMCG firms and will to make the strategies within among national Retail- venture. (Amit & Sagiv, 2013; Hariyanti, Purnamasari, & Magnaz Lestira, 2015; Hirschi, Lee, Porfeli, & Vondracek, 2013; Mahlamäki et al., 2019) (Howard, Gagné, Morin, & Van den Broeck, 2016) Furthermore, in this inquiry within the R-A Theory for pursuit the competitiveness advantage to affected the superior financial performance from motivation and network formation and motivational benefits in national FMCG- business in Indonesia. (Gómez-Miñambres, 2012; Latham, 2004; Lockett, Jack, & Larty, 2012; Lopes & Chambel, 2014; Talib, Hamid, & Chin, 2015; W.-T. Wang & Hou, 2015)

### **Rooted form The R-A Theory and the Theory of the growth of Firms in Industrial FMCG enterprise**

This research aims to delve deeper into the notion of human resource management, examining the various dimensions of alternative external incentives, which generally include financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been developed, suggests that motivation is profoundly affected by external elements, such as social support, peer influence, and validation. Recently, studies have concentrated on the low-process impacts on market positioning and financial performance, as well as the importance for national retail companies within the fast-moving consumer goods (FMCG) sector. The results arise from a compilation of research contributions in management science, rooted in organizational theory

pertaining to management and business, and highlight the existing research gap that requires addressing with innovative variables. The study was evolved for the grand theory to fulfill the management and business research gap and its was provide the contribution for the body of management science and business and gain the novelty result from the results of an empirical research as follow, the figure 1 below (Amit & Sagiv, 2013; Gundolf, Gast, & GÉraudel, 2017; Hirschi et al., 2013; Horváth & Adıgüzel, 2017; Mahlamäki et al., 2019; S. Yu, Zhang, Nunes, & Levesque-Bristol, 2018):



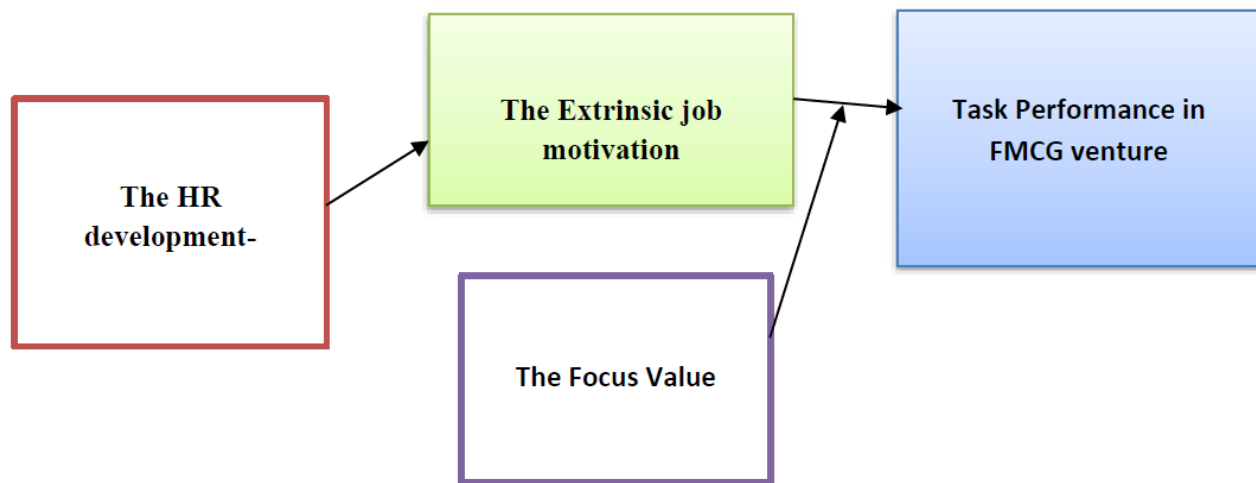
**Figure 1.** Rooted the R-A Theory and the Growth of the industrial of the FMCG Firms

### **The Management and Business Research Framework and Hypothesis**

This study seeks to explore the concept of human resource management in greater depth, considering the various aspects of alternative external incentives, which typically encompass financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been formulated, indicates that motivation is significantly influenced by external factors, including social support, peer influence, and validation. Recently, investigations have focused on the low-process effects on market positioning and financial performance, as well as the significance for national retail firms in the fast-moving consumer goods (FMCG) industry. The findings stem from a synthesis of research contributions in management science, grounded in organizational theory related to management and business, and underscore the existing research gap that needs to be filled with innovative variables. This research aims to delve deeper into the notion of human resource management, examining the various dimensions of alternative external incentives, which generally include financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been developed, suggests that motivation is profoundly affected by external elements, such as social support, peer influence, and validation. Recently, studies have concentrated on the low-process impacts on market positioning and financial performance, as well as the importance for national retail companies within the fast moving consumer goods (FMCG) sector. The results arise from a compilation of research contributions in management science, rooted in organizational theory pertaining to management and business, and highlight the existing research gap that requires addressing with innovative variables.

The research framework of Superior- Market position and the Financial Performance within Multinational FMCG- Corporations should have for development to fulfillment the research gap for finding the knowledge to improvement on business and management science of the extrinsic job motivation could lead to the superior- financial performance within heterogeneous FMCG industries and contributions for R-A Theory for evolve the management and business science

(Hariyanti et al., 2015; Hirschi et al., 2013; Lopes & Chambel, 2014; Nedra, Sharma, & Dakhli, 2015; W.-T. Wang & Hou, 2015) (Shelby D. Hunt, 2013, 2015; Shelby D. Hunt & Arnett, 2006):



**Fig.2.** The Management and Business Research- Model  
(Source: Develop from an Author- concept)

The hypothesis in these investigation from the conceptual management and business research model in FMCG Firms in Indonesia, such as on figure 2 above, as follow (Evanschitzky et al., 2014; Graves, Sarkis, & Zhu, 2013; Lai & Chang, 2010; Pak, Kooij, De Lange, & Van Veldhoven, 2019; Shane, Locke, & Collins, 2003):

H<sub>1</sub>. The development of human resources in retail FMCG companies shows a positive correlation with extrinsic job motivation within these firms.

H<sub>2</sub>. Extrinsic job motivation is positively associated with task performance in FMCG companies, and it interacts with the creation of customer value, which serves as a moderating latent variable

### 3.0 RESEARCH METHOD

External factors influencing job motivation, referred to as extrinsic motivators, include organizational, social, and economic elements that lie outside an employee's intrinsic motivation and drive them to perform at their best in their positions. The key components consist of competitive salaries, recognition, supportive leadership, a favorable work environment, opportunities for career growth, and job security. These factors can be classified into the following categories: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages act as essential motivators. Organizational Support: Effective management, transparent communication, and clearly defined, achievable goals help to alleviate frustration and boost engagement. Work Environment: Both the physical characteristics (quality of the workspace) and the non-physical characteristics (organizational culture, camaraderie) significantly affect performance. Professional Development: Availability of training, career advancement, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation programs, and job titles play a role in motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also impact an individual's dedication.

The research was conducted with quantitative method and driven with the descriptive correlation management and business research design to pursue the market position and the superior financial performances on the FMCG firms in Indonesia. (Reguera-Alvarado, Blanco-Oliver, & Martín-Ruiz, 2016; Schlittgen, Ringle, Sarstedt, & Becker, 2016)

### **The Sample and data collection**

The respondent such as which participated that daily used the consumers good which have the newest technology- product within the convenience sampling of entire FMCG firms that it selected in Indonesia (Mathwick, Wagner, & Unni, 2010; Sangeeta, Koustab, & Archana, 2013; E. Thomas, 2013). The accidental data would be collected from in the FMCG firms in central Jakarta, which it selling the national- product and in this inquiry was conducted within an area sampling (Sekaran U and Bougie R (2016)(Arnold & Reynolds, 2012).

### **The Measurement of variables**

The study was conducted in survey utility with the self administered questionnaire of the graphic-rating scale for among latent variables and to make the response that they were use the technologies consumer's goods (Sekaran U and Bougie R (2016). Moreover, 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 agree). Further, the validity and reliability construct test that conducted with measurement model in structural equation modeling among variables (Hair, Black, Babin and Anderson, 2010)(Blanco-Oliver, Irimia-Dieguez, & Reguera-Alvarado, 2016).

## **4.0 THE DATA ANALYSIS, THE MODEL OF FITTING AND HYPOTHESIS TESTING**

External factors that affect job motivation, termed extrinsic motivators, encompass organizational, social, and economic elements that exist beyond an employee's intrinsic motivation, propelling them to excel in their roles. The primary components include competitive salaries, recognition, supportive leadership, a positive work environment, opportunities for career advancement, and job security. These factors can be categorized into several groups: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages serve as crucial motivators. Organizational Support: Effective management, transparent communication, and clearly defined, achievable goals assist in reducing frustration and enhancing engagement. Work Environment: Both the physical attributes (quality of the workspace) and the non-physical attributes (organizational culture, camaraderie) significantly affect performance. Professional Development: Access to training, career progression, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation initiatives, and job titles contribute to motivating individuals. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also influence an individual's commitment level. External factors that influence job motivation, referred to as extrinsic motivators, include organizational, social, and economic elements that lie outside an employee's intrinsic motivation, driving them to perform at their best in their positions. The key components consist of competitive salaries, recognition, supportive leadership, a favorable work environment, opportunities for career growth, and job security. These factors can be classified into various categories: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages act as essential motivators. Organizational Support: Effective management, transparent communication, and clearly defined, achievable goals help to alleviate

frustration and boost engagement. Work Environment: Both the physical characteristics (quality of the workspace) and the non-physical characteristics (organizational culture, camaraderie) significantly influence performance. Professional Development: Availability of training, career advancement, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation programs, and job titles play a role in motivating individuals. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also impact an individual's level of commitment.

#### **a. The Data analysis**

The prediction- oriented business modeling and the data analysis will drive with the structural equation modeling, because entire the variables were latent characteristics. Moreover, the two step approach have pertains; outer model and the inner full model with the moderating effect and used the predicting strategies SmartPLS will conduct in this multivariate data analysis, with a testing the validity and the reliability construct, also synthesis the fitting model and hypothesis proved (Susilo and Yulius, 2017)(Blanco-Oliver et al., 2016; Cepeda Carrión, Henseler, Ringle, & Roldán, 2016; Schlittgen et al., 2016; Schubring, Lorscheid, Meyer, & Ringle, 2016).

Moreover, the management and business research result would have for the data analysis pertains (Gudergan, Ringle, Wende, & Will, 2008; Milad Kalantari, Sajad, Christopher Nigel, & Wan Khairuzzaman Wan, 2014; Mourad & Valette- Florence, 2016):

- A sensitivity analysis: the test indicated did not have the outlier and missing value that conducted with SPSS and the z value  $<2.50$  .
- An univariate and multivariate of normality test:

#### **b. The Model of Fitting and Hypothesis testing**

The goodness of fit research model could be analyzed within the indexed value and the entire hypothesis confirmed was conducted with t value  $>2$  and p value less than .050. (Ratzmann, Gudergan, & Bouncken, 2016; Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016; Schlittgen et al., 2016)

### **5.0 RESULT AND DISCUSSION**

External factors that affect job motivation, known as extrinsic motivators, encompass organizational, social, and economic elements that exist outside an employee's intrinsic motivation, compelling them to excel in their roles. The primary components include competitive salaries, acknowledgment, supportive leadership, a conducive work environment, opportunities for career advancement, and job security. These factors can be categorized into several groups: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages serve as crucial motivators. Organizational Support: Effective management, open communication, and well-defined, attainable goals contribute to reducing frustration and enhancing engagement. Work Environment: Both the physical attributes (quality of the workspace) and the non-physical attributes (organizational culture, camaraderie) have a significant impact on performance. Professional Development: Access to training, career progression, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation initiatives, and job titles

influence motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also affect an individual's commitment.

The result management and business research- model of the pursue the market position and financial performance from data processing conduct with the PlsSmart gain the value of validity, discriminant validity, reliability and probability value and t value such as below:

### **Inner Model and Hypothesis assessment**

Therefore, the study have the low-process of the impact to the market positions and the financial performance and the meaning in an entire national-Retail FMCG firms and contribution on management and business science that it rooted from the organizational theory in management and business, and the research gap that must be fulfill the novelty variables as the new models of the emerging market- based research, such as the extrinsic- job motivation within human resources advantage to the pursue market position. (Bürkner & Lange, 2017; Catania, 2014; Darren, 2015; González, Rodríguez Gil, Martorell Cunill, & Merigó Lindahl, 2016; Ho, Nguyen, Adhikari, Miles, & Bonney, 2017; Järvinen & Karjaluoto, 2015; Lassala, Carmona, & Momparler, 2016; Straker & Wrigley, 2016; T. Thomas, 2015; Walmsley, 2016; W.-L. Wang, Malthouse, Calder, & Uzunoglu, 2017)

The answered of the objective of this investigate was synthesis the new- research model to fulfilling the research gap between the role of human resources within extrinsic job motivation that supported by the newest technologies on the national- Retail firms to the emerging- market position within FMCG industry and its could to impact on the financial performance. Moreover, the focus of the moderating- variables such as; deliver consumer value within a synthesis of results base on the focused to the financial performance within among FMCG firms was not robust with p value > .050. (Catania, 2014; Demirkan & Spohrer, 2014; Geraerds, 2012; Järvinen & Karjaluoto, 2015; Kianto, Sáenz, & Aramburu, 2017; Kim, Cavusgil, & Cavusgil, 2013; Landroquez, 2013; Li, 2010; Malik, Pereira, & Budhwar, 2017; Matošková & Směšná, 2017; Obal & Lancioni, 2013; Senichev, 2013; Stone, Deadrick, Lukaszewski, & Johnson, 2015; Walmsley, 2016; Xerri & Reid, 2017)

The R-A theory have some knowledge about competition among FMCG-venture in heterogeneous industries for long-run business development, and the sustainable competitive advantage should have as the foundation of the enterprise to planning the organizational restructure to enhancing the extrinsic-job motivation that it could pursue the market position with p value less than .050 and, bundles and provide the top-organization's resources and it's have smart- management for winning the competitions for lung-run business within hybrid competitive strategy for achieving market position in business and lead to the financial performance.(Catania, 2014; Gabrielsson, Seppälä, & Gabrielsson, 2016; Gómez-Miñambres, 2012; Shelby D. Hunt, 2013, 2015; Shelby D Hunt & Morgan, 1995; Martínez-López, Pla- García, Gázquez-Abad, & Rodríguez-Ardura, 2014; Y. Wang, Sun, & Song, 2010; Zhao, Feng, & Wang, 2015)

Moreover, the theory of the growth of firms in industrial FMCG-enterprise are could conducted to use for long-run FMCG- business and sustainable within **extrinsic job motivations** with t value more than 2.00 ,and the network formation and analysis of heterogeneously FMCG- industries and

economic functions, drive the human resource and other resource to gain the hi- profitability also deliver fact moving consumer product with tight- administrative coordination and communication within among the industrial FMCG firms in Indonesia in the global pandemic era. (Chow, Lai, & Loi, 2015; Locke, 1996; Lockett et al., 2012; Niels, Per Nikolaj, & Carsten Stig, 2011; Ryan & Berbegal-Mirabent, 2016)

This research aims to achieve in-depth findings in the development of management science to explore the concept of human resource management more thoroughly, analyzing the various aspects of alternative external incentives, which typically encompass financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been formulated, indicates that motivation is significantly influenced by external factors, including social support, peer pressure, and validation. Recently, investigations have focused on the low-process effects on market positioning and financial outcomes, as well as the significance for national retail companies in the fast-moving consumer goods (FMCG) industry. The findings emerge from a synthesis of research contributions in management science, grounded in organizational theory related to management and business, and underscore the existing research gap that necessitates attention with innovative variables. This research is expected to yield comprehensive results in the advancement of management knowledge to further investigate the concept of human resource management, scrutinizing the various facets of alternative external incentives, which generally consist of financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been established, posits that motivation is deeply influenced by external factors, such as social support, peer influence, and validation. Recently, research has focused on the low-process impacts on market positioning and financial performance, as well as the relevance for national retail companies within the fast-moving consumer goods (FMCG) sector. The outcomes stem from a collection of research contributions in management science, anchored in organizational theory related to management and business, and highlight the existing research gap that needs to be addressed with innovative variables. This research is anticipated to produce profound insights into the development of management science to investigate the concept of human resource management in greater depth, examining the various dimensions of alternative external incentives, which typically include financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been developed, suggests that motivation is significantly impacted by external elements, such as social support, peer influence, and validation. Recently, studies have focused on the low-process effects on market positioning and financial performance, as well as the importance for national retail companies in the fast-moving consumer goods (FMCG) sector. The results arise from a compilation of research contributions in management science, rooted in organizational theory pertaining to management and business, and highlight the existing research gap that requires addressing with innovative variables. Furthermore, the **extrinsic job-motivations** and **the market positions** in FMCG venture, competitive advantage and performance should be based for making the action plan for run the business and management within the FMCG firms in Indonesia.(Castaño, Méndez, & Galindo, 2016; Demirkan & Spohrer, 2014; Kapferer, 2012; Rusu & Avasilcai, 2014; Torun & Çicekci, 2007) (Björklund, Jensen, & Lohela-Karlsson, 2013; Hwang, Lin, & Shin, 2018)

## 6.0 CONCLUSIONS AND RESEARCH CONTRIBUTION.

### a. Conclusions:

External factors influencing job motivation, referred to as extrinsic motivators, include organizational, social, and economic elements that lie outside an employee's intrinsic motivation, driving them to perform at their best in their positions. The key components consist of competitive salaries, recognition, supportive leadership, a favorable work environment, and opportunities for career growth, and job security. These factors can be classified into various categories: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages act as essential motivators. Organizational Support: Effective management, transparent communication, and clearly defined, achievable goals help to alleviate frustration and boost engagement. Work Environment: Both the physical characteristics (quality of the workspace) and the non-physical characteristics (organizational culture, camaraderie) significantly influence performance. Professional Development: Availability of training, career advancement, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation programs, and job titles play a role in motivating individuals. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also impact an individual's level of commitment.

External factors that influence job motivation, known as extrinsic motivators, include organizational, social, and economic elements that exist outside of an employee's intrinsic motivation, encouraging them to excel in their roles. The main components comprise competitive salaries, recognition, supportive leadership, a positive work environment, opportunities for career advancement, and job security. These factors can be divided into several categories: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages are vital motivators. Organizational Support: Effective management, open communication, and well-defined, attainable goals help to minimize frustration and enhance engagement. Work Environment: Both the physical aspects (quality of the workspace) and the non-physical aspects (organizational culture, camaraderie) have a considerable effect on performance. Professional Development: Access to training, career progression, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation initiatives, and job titles influence motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also influence an individual's commitment. External factors that impact job motivation, termed extrinsic motivators, encompass organizational, social, and economic elements that are external to an employee's intrinsic motivation, prompting them to excel in their positions. The primary components include competitive salaries, acknowledgment, supportive leadership, a conducive work environment, opportunities for career advancement, and job security.

These factors can be categorized into several groups: Financial Rewards (Tangible): Salary, bonuses, and comprehensive benefits packages serve as critical motivators. Organizational Support: Effective management, open communication, and well-defined, attainable goals contribute to alleviating frustration and enhancing engagement. Work Environment: Both the physical characteristics (quality of the workspace) and the non-physical characteristics (organizational culture, camaraderie) significantly impact performance. Professional

Development: Access to training, career progression, and opportunities for skill enhancement. Recognition and Prestige: Formal rewards, employee appreciation initiatives, and job titles affect motivation. External Pressures: Economic conditions, industry competition, and personal life factors (such as social support) can also influence an individual's commitment.

Recently, the management and business research result successfully to predict entire hypotheses on the **extrinsic job-motivations** and **the market positions** in FMCG venture, and it have the best value that it can find to attempt to the financial performance national FMCG- corporations in Indonesia. The researcher was to the fulfillment of the business and management research gap within the new management science research model would be effectively to provide the **extrinsic job-motivations** and **the market positions and not effect to** the financial performance, HR development and the moderating effect such as deliver value to consumer, within superior categories on the FMCG venture.

#### **b. Research contribution:**

The conclusion drawn from this in-depth study indicates that this research is expected to yield significant insights into the evolution of management science, particularly in exploring the concept of human resource management more thoroughly. It will analyze the various aspects of alternative external incentives, which generally encompass financial rewards, recognition, stress, and interpersonal relationships. The Social Motivation Theory, which has been formulated, posits that motivation is greatly influenced by external factors, including social support, peer pressure, and validation. Recently, research has concentrated on the low process effects on market positioning and financial outcomes, as well as the relevance for national retail companies within the fast-moving consumer goods (FMCG) industry.

The findings emerge from a synthesis of research contributions in management science, grounded in organizational theory related to management and business, and underscore the existing research gap that necessitates attention through innovative variables. The business and management research contributions were within 2 (two) area that it encompassed; first, for theoretical implications to evolve management and business science and knowledge of the recourses advantage, the extrinsic job motivation, market position and the financial performance of the national FMCG- venture. Moreover, the conducted with R-A theory as the explanations and predicted also the theory of the growth of the firm to the confirmatory for the pursue of the market positions, with the dimensions comprise; (knowledgeable employee, efficient production process, consumer value), financial performance that it will investigate on the market- based research in business and management that the model leads by the extrinsic job motivation with the dimensions pertains; (selling job, payment and big money).

#### **Acknowledgement**

Thank you so much to the NEW- 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 Workshops 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 authors did not receive the financial support for this research and publication of this manuscript.

**ORCID:000-0002-6758-1159, URL: [orcid.org/0000-0002](https://orcid.org/0000-0002). And SCOPUS ID: 56539508300.**

### REFERENCES

- Amit, A., & Sagiv, L. (2013). The role of epistemic motivation in individuals' response to decision complexity. *Organizational Behavior and Human Decision Processes*, 121(1), 104-117. doi: 10.1016/j.obhdp.2013.01.003
- Anselmsson, J., & Bondesson, N. (2015). Brand value chain in practise; the relationship between mindset and market performance metrics: A study of the Swedish market for FMCG. *Journal of Retailing and Consumer Services*, 25, 58-70. doi: 10.1016/j.jretconser.2015.03.006
- Arnold, M. J., & Reynolds, K. E. (2012). Approach and Avoidance Motivation: Investigating Hedonic Consumption in a Retail Setting. *Journal of Retailing*, 88(3), 399-411. doi: 10.1016/j.jretai.2011.12.004
- Ben Aissa, S., & Goaid, M. (2016). Determinants of tourism hotel market efficiency. *International Journal of Culture, Tourism and Hospitality Research*, 10(2), 173-190. doi: 10.1108/IJCTHR-11-2013-0080
- Bitter, S., & Grabner-Kräuter, S. (2016). Consequences of customer engagement behavior: when negative Facebook posts have positive effects. *ElectronMarkets*, 26, 13.
- Björklund, C., Jensen, I., & Lohela-Karlsson, M. (2013). Is a change in work motivation related to a change in mental well-being? *Journal of Vocational Behavior*, 83(3), 571-580. doi: 10.1016/j.jvb.2013.09.002
- Blanco-Oliver, A., Irimia-Dieguez, A., & Reguera-Alvarado, N. (2016). Prediction-oriented PLS path modeling in microfinance research. *Journal of Business Research*, 69(10), 4643-4649. doi: 10.1016/j.jbusres.2016.03.054
- Bürkner, H.-J., & Lange, B. (2017). Sonic capital and independent urban music production: Analysing value creation and 'trial and error' in the digital age. *City, Culture and Society*. doi: 10.1016/j.ccs.2017.04.002
- C. Roach, D., Ryman, J., & White, J. (2014). Culture, conduct and innovation: a deconstruction of market orientation. *Journal of Research in Marketing and Entrepreneurship*, 16(2), 128-145. doi: 10.1108/JRME-01-2014-0002

- Castaño, M. S., Méndez, M. T., & Galindo, M. Á. (2016). The effect of public policies on entrepreneurial activity and economic growth. *Journal of Business Research*, 69(11), 5280-5285. doi: 10.1016/j.jbusres.2016.04.125
- 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
- Cepeda Carrión, G., Henseler, J., Ringle, C. M., & Roldán, J. L. (2016). Prediction-oriented modeling in business research by means of PLS path modeling: Introduction to a JBR special section. *Journal of Business Research*, 69(10), 4545-4551. doi: 10.1016/j.jbusres.2016.03.048
- Chow, C. W. C., Lai, J. Y. M., & Loi, R. (2015). Motivation of travel agents' customer service behavior and organizational citizenship behavior: The role of leader-member exchange and internal marketing orientation. *Tourism Management*, 48, 362-369. doi: 10.1016/j.tourman.2014.12.008
- Darren, D. (2015). Behavioral finance: insights from experiments I: theory and financial markets. *Review of Behavioural Finance*, 7(1), 78-96. doi: 10.1108/RBF-03-2015-0011
- 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
- Evanschitzky, H., Emrich, O., Sangtani, V., Ackfeldt, A.-L., Reynolds, K. E., & Arnold, M. J. (2014). Hedonic shopping motivations in collectivistic and individualistic consumer cultures. *International Journal of Research in Marketing*, 31(3), 335-338. doi: 10.1016/j.ijresmar.2014.03.001
- Fang, S.-C., Wang, M.-C., & Chen, P.-C. (2017). The influence of knowledge networks on a firm's innovative performance. *Journal of Management & Organization*, 23(1), 22-45. doi: 10.1017/jmo.2016.32
- 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
- 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
- Ghosh, D., & Wu, A. (2012). The Effect of Positive and Negative Financial and Nonfinancial Performance Measures on Analysts' Recommendations. *Behavioral Research in Accounting*, 24(2), 47-64. doi: 10.2308/bria-10283
- Glińska-Neweś, A., Sudolska, A., Karwacki, A., & Górka, J. (2017). INNOVATIONS AMONG PEOPLE. HOW POSITIVE RELATIONSHIPS AT WORK CAN TRIGGER INNOVATION CREATION. *E+M Ekonomie a Management*, 20(3), 84-100.

- Gómez-Miñambres, J. (2012). Motivation through goal setting. *Journal of Economic Psychology*, 33(6), 1223-1239. doi: 10.1016/j.joep.2012.08.010
- González, L. O., Rodríguez Gil, L. I., Martorell Cunill, O., & Merigó Lindahl, J. M. (2016). The effect of financial innovation on European banks' risk. *Journal of Business Research*, 69(11), 4781-4786. doi: 10.1016/j.jbusres.2016.04.030
- Graça, S. S., Barry, J. M., & Doney, P. M. (2016). B2B commitment building in emerging markets: the case of Brazil. *Journal of Personal Selling & Sales Management*, 36(2), 105-125. doi: 10.1080/08853134.2016.1188708
- Graves, L. M., Sarkis, J., & Zhu, Q. (2013). How transformational leadership and employee motivation combine to predict employee proenvironmental behaviors in China. *Journal of Environmental Psychology*, 35, 81-91. doi: 10.1016/j.jenvp.2013.05.002
- Gudergan, S. P., Ringle, C. M., Wende, S., & Will, A. (2008). Confirmatory tetrad analysis in PLS path modeling. *Journal of Business Research*, 61(12), 1238-1249. doi: 10.1016/j.jbusres.2008.01.012
- Gundolf, K., Gast, J., & GÉraudel, M. (2017). STARTUPS' INNOVATION BEHAVIOUR: AN INVESTIGATION INTO THE ROLE OF ENTREPRENEURIAL MOTIVATIONS. *International Journal of Innovation Management*, 21(07), 1750054. doi: 10.1142/S1363919617500542
- Gupta, S., & Polonsky, M. (2014). Inter-firm learning and knowledge-sharing in multinational networks: An outsourced organization's perspective. *Journal of Business Research*, 67(4), 615-622. doi:10.1016/j.jbusres.2013.02.043
- Haifen, L., Mengya, C., & Jingqin, S. (2017). How management innovations are successfully implemented? An organizational routines' perspective. *Journal of Organizational Change Management*, 30(4), 456-486. doi: 10.1108/JOCM-07-2016-0124
- Hamilton, J. (2009). Building a targeted pharmacy customer engagement approach. *International Journal of Pharmaceutical and Healthcare Marketing*, 3(4), 381-396.
- 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
- Hariyanti, W., Purnamasari, P., & Magnaz Lestira, O. (2015). Pluriform Motivation as Antecedent and its Relationships to Budgeting Participation and Managerial Performance (Empirical Study on Manufacturing Companies Listed on Indonesian Stock Exchange). *Procedia - Social and Behavioral Sciences*, 211, 836-843. doi: 10.1016/j.sbspro.2015.11.110
- 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

- Hau, L. N., Evangelista, F., & Thuy, P. N. (2013). Does it pay for firms in Asia's emerging markets to be market oriented? Evidence from Vietnam. *Journal of Business Research*, 66(12), 2412-2417. doi: 10.1016/j.jbusres.2013.05.028
- Hirschi, A., Lee, B., Porfeli, E. J., & Vondracek, F. W. (2013). Proactive motivation and engagement in career behaviors: Investigating direct, mediated, and moderated effects. *Journal of Vocational Behavior*, 83(1), 31-40. doi: 10.1016/j.jvb.2013.02.003
- Ho, K. L. P., Nguyen, C. N., Adhikari, R., Miles, M. P., & Bonney, L. (2017). Exploring market orientation, innovation, and financial performance in agricultural value chains in emerging economies. *Journal of Innovation & Knowledge*. doi: 10.1016/j.jik.2017.03.008
- Hollebeek, L. D. (2012). The customer engagement/value interface: An exploratory investigation. *Australasian Marketing Journal (AMJ)*. doi: 10.1016/j.ausmj.2012.08.006
- Horváth, C., & Adıgüzel, F. (2017). Shopping enjoyment to the extreme: Hedonic shopping motivations and compulsive buying in developed and emerging markets. *Journal of Business Research*. doi: 10.1016/j.jbusres.2017.07.013
- Howard, J., Gagné, M., Morin, A. J. S., & Van den Broeck, A. (2016). Motivation profiles at work: A selfdetermination theory approach. *Journal of Vocational Behavior*, 95-96, 74-89. doi: 10.1016/j.jvb.2016.07.004
- 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., & Arnett, D. B. (2006). Does marketing success lead to market success? *Journal of Business Research*, 59(7), 820-828. doi: 10.1016/j.jbusres.2006.01.019
- Hunt, S. D., & Morgan, R. M. (1995). The comparative advantage theory of competition. *The Journal of Marketing*, 1-15.
- Hwang, Y., Lin, H., & Shin, D. (2018). Knowledge system commitment and knowledge sharing intention: The role of personal information management motivation. *International Journal of Information Management*, 39, 220-227. doi: 10.1016/j.ijinfomgt.2017.12.009
- 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
- Kapferer, J.-N. (2012). Abundant rarity: The key to luxury growth. *Business Horizons*, 55(5), 453-462. doi: 10.1016/j.bushor.2012.04.002

- 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
- Koudelková, P., & Milichovský, F. (2015). Successful innovation by motivation. *Verslas: teorija ir praktika*, 16(3), 223-230. doi: 10.3846/btp.2015.472
- Lai, W.-H., & Chang, P.-L. (2010). Corporate motivation and performance in R&D alliances. *Journal of Business Research*, 63(5), 490-496. doi: 10.1016/j.jbusres.2009.04.007
- Landroque, S. M. (2013). Developing an integrated vision of customer value. *Journal of Services Marketing*, 27(3), 234-244. doi: 10.1108/08876041311330726
- Lassala, C., Carmona, P., & Momparler, A. (2016). Alternative paths to high performance of independent financial advisors: A fuzzy-set analysis. *Journal of Business Research*, 69(11), 5305-5309. doi: 10.1016/j.jbusres.2016.04.129
- Latham, G. P. (2004). The Motivational Benefits of Goal-Setting. *The Academy of Management Executive (1993-2005)*, 18(4), 126-129.
- 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
- Llopis, O., & Foss, N. J. (2016). Understanding the climate–knowledge sharing relation: The moderating roles of intrinsic motivation and job autonomy. *European Management Journal*, 34(2), 135-144. doi: 10.1016/j.emj.2015.11.009
- Locke, E. A. (1996). Motivation through conscious goal setting. *Applied & Preventive Psychology*, 5, 8.
- Lockett, N., Jack, S., & Larty, J. (2012). Motivations and challenges of network formation: Entrepreneur and intermediary perspectives. *International Small Business Journal*, 31(8), 866-889. doi: 10.1177/0266242612448383
- Lopes, S., & Chambel, M. J. (2014). Motivations of temporary agency workers and context free well-being: Work engagement as a mediator. *Tékhne*, 12, 38-47. doi: 10.1016/j.tekhne.2015.01.003
- 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

- Martínez-López, F. J., Pla-García, C., Gázquez-Abad, J. C., & Rodríguez-Ardura, I. (2014). Utilitarian motivations in online consumption: Dimensional structure and scales. *Electronic Commerce Research and Applications*, 13(3), 188-204. doi: 10.1016/j.elerap.2014.02.002
- 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
- Milad Kalantari, S., Sajad, R., Christopher Nigel, P., & Wan Khairuzzaman Wan, I. (2014). Examining retailers' behaviour in managing critical points in Halal meat handling: a PLS analysis. *Journal of Islamic Marketing*, 5(3), 446-472. doi: 10.1108/JIMA-10-2013-0070
- Mourad, S., & Valette-Florence, P. (2016). Improving prediction with POS and PLS consistent estimations: An illustration. *Journal of Business Research*, 69(10), 4675-4684. doi: 10.1016/j.jbusres.2016.03.057
- Nedra, B.-A., Sharma, S., & Dakhli, A. (2015). Perception and motivation to purchase organic products in Mediterranean countries: An empirical study in Tunisian context. *Journal of Research in Marketing and Entrepreneurship*, 17(1), 67-90. doi: 10.1108/JRME-07-2014-0015
- Niels, S., Per Nikolaj, B., & Carsten Stig, P. (2011). The interaction between motivational disposition and participative budgeting: Evidence from a bank. *Journal of Human Resource Costing & Accounting*, 15(1), 7-23. doi: 10.1108/14013381111125297
- 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
- Pak, K., Kooij, D. T. A. M., De Lange, A. H., & Van Veldhoven, M. J. P. M. (2019). Human Resource Management and the ability, motivation and opportunity to continue working: A review of quantitative studies. *Human Resource Management Review*, 29(3), 336-352. doi: 10.1016/j.hrmr.2018.07.002
- 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
- Ratzmann, M., Gudergan, S. P., & Bouncken, R. (2016). Capturing heterogeneity and PLS-SEM prediction ability: Alliance governance and innovation. *Journal of Business Research*, 69(10), 4593-4603. doi: 10.1016/j.jbusres.2016.03.051
- Reguera-Alvarado, N., Blanco-Oliver, A., & Martín-Ruiz, D. (2016). Testing the predictive power of PLS through cross-validation in banking. *Journal of Business Research*, 69(10), 4685-4693. doi: 10.1016/j.jbusres.2016.04.016

- 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
- Rusu, G., & Avasilcai, S. (2014). Linking Human Resources Motivation to Organizational Climate. *Procedia - Social and Behavioral Sciences*, 124, 51-58. doi: 10.1016/j.sbspro.2014.02.459
- Ryan, J. C., & Berbegal-Mirabent, J. (2016). Motivational recipes and research performance: A fuzzy set analysis of the motivational profile of high performing research scientists. *Journal of Business Research*, 69(11), 5299-5304. doi: 10.1016/j.jbusres.2016.04.128
- Sangeeta, S., Koustab, G., & Archana, S. (2013). "Buyer's motivation" for online buying: an empirical case of railway e-ticketing in Indian context. *Journal of Asia Business Studies*, 8(1), 43-64. doi: 10.1108/JABS-07-2011-0036
- Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: Where the bias lies! *Journal of Business Research*, 69(10), 3998-4010. doi: 10.1016/j.jbusres.2016.06.007
- Savitri, E. (2018). Relationship between family ownership, agency costs towards financial performance and business strategy as mediation. *Business: Theory and Practice*, 19, 49-58. doi: 10.3846/btp.2018.06
- Schlittgen, R., Ringle, C. M., Sarstedt, M., & Becker, J.-M. (2016). Segmentation of PLS path models by iterative reweighted regressions. *Journal of Business Research*, 69(10), 4583-4592. doi: 10.1016/j.jbusres.2016.04.009
- Schubring, S., Lorscheid, I., Meyer, M., & Ringle, C. M. (2016). The PLS agent: Predictive modeling with PLS-SEM and agent-based simulation. *Journal of Business Research*, 69(10), 4604-4612. doi: 10.1016/j.jbusres.2016.03.052
- Senichev, V. (2013). Human Resource Diversity and Performance within the Frame of Organizations, Teams and Individuals. *Verslas: teorija ir praktika*, 14(4), 337-345. doi: 10.3846/btp.2013.36
- Shane, S., Locke, E. A., & Collins, C. J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 13(2), 257-279. doi: 10.1016/s1053-4822(03)00017-2
- Shelby, D. H. (2007). Economic growth: should policy focus on investment or dynamic competition? *European Business Review*, 19(4), 274-291. doi: 10.1108/09555340710760116
- Stone, D. L., Deadrick, 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
- Straker, K., & Wrigley, C. (2016). Designing an emotional strategy: Strengthening digital channelengagements. *Business Horizons*, 59(3), 339-346. doi: 10.1016/j.bushor.2016.01.010

- Takata, H. (2016). Effects of industry forces, market orientation, and marketing capabilities on business performance: An empirical analysis of Japanese manufacturers from 2009 to 2011. *Journal of Business Research*. doi: 10.1016/j.jbusres.2016.03.068
- Talib, M. S. A., Hamid, A. B. A., & Chin, T. A. (2015). Motivations and limitations in implementing Halal food certification: a Pareto analysis. *British Food Journal*, 117(11), 2664-2705. doi:doi:10.1108/BFJ-02-2015-0055
- 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
- Thomas, T. (2015). Agent-based risk management – a regulatory approach to financial markets. *Journal of Economic Studies*, 42(5), 780-820. doi: 10.1108/JES-03-2013-0039
- Torun, H., & Çicekci, C. (2007). INNOVATION: IS THE ENGINE FOR THE ECONOMIC GROWTH? *Research Paper*.
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer Engagement: Exploring Customer Relationships Beyond Purchase. *Journal of Marketing Theory and Practice*, 20(2), 122-146. doi: 10.2753/MTP1069-6679200201
- Wagner, T., & Rudolph, T. (2010). Towards a hierarchical theory of shopping motivation. *Journal of Retailing and Consumer Services*, 17(5), 415-429. doi: 10.1016/j.jretconser.2010.04.003
- 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, W.-L., Malthouse, E. C., Calder, B., & Uzunoglu, E. (2017). B2B content marketing for professional services: In-person versus digital contacts. *Industrial Marketing Management*. doi: 10.1016/j.indmarman.2017.11.006
- Wang, W.-T., & Hou, Y.-P. (2015). Motivations of employees' knowledge sharing behaviors: A selfdetermination perspective. *Information and Organization*, 25(1), 1-26. doi: 10.1016/j.infoandorg.2014.11.001
- Wang, Y., Sun, S., & Song, Y. (2010). MOTIVATION FOR LUXURY CONSUMPTION: EVIDENCE FROM A METROPOLITAN CITY IN CHINA. *Research in Consumer Behavior*, 12, 24. doi:10.1108/S0885-2111(2010)0000012009
- 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
- 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

- Yu, S., Zhang, F., Nunes, L. D., & Levesque-Bristol, C. (2018). Self-determined motivation to choose college majors, its antecedents, and outcomes: A cross-cultural investigation. *Journal of Vocational Behavior*, 108, 132-150. doi: 10.1016/j.jvb.2018.07.002
- Yu, W., Ramanathan, R., & Nath, P. (2013). The impacts of marketing and operations capabilities on financial performance in the UK retail sector: A resource-based perspective. *Industrial Marketing Management*. doi: 10.1016/j.indmarman.2013.07.014
- 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