

---

**THE EXTRINSIC JOB MOTIVATION AND THE FINANCIAL PERFORMANCE IN  
RETAIL NATIONAL CORPORATION**

**Nining Susilowati<sup>1</sup> and Wilhelmus Hary Susilo<sup>2\*</sup>**

MAGISTER MANAGEMENT FEB University of Persada Indonesia Y.A.I

DOI: <http://dx.doi.org/10.38193/IJRCMS.2021.3503>

**ABSTRACT**

The national- corporations have the misguide from the vision and missions on the heterogeneous-industrial, less- an information and data and the extrinsic job motivation within the global pandemic. The study will analysis and be investigating the research gap within the national-firms in Indonesia. The novelty of the research- result from the predicting Business research-model have the powerful evolves of emerging market that more contribution on body of the management science of the R-A theory and the theory of the Growth of the Firm, that with based develop within the analysis of industrial retail-firms. Hence, the research method will conduct with the predicting strategy in multivariate data analysis within an among the latent variables that it will analysis by the SmartPLS software.

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

**INTRODUCTION**

The financial performance on national retail 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-Neweś, Sudolska, Karwacki, & Górkka, 2017; Haifen, Mengya, & Jingqin, 2017; J. Hamilton, 2009; Straker & Wrigley, 2016).

Indeed, the study will have the low-process of the impact to the financial performance and the meaning in an entire national-Retail firms of the fast moving consumer goods 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 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 & Karjaluooto, 2015; Lassala, Carmona, & Momparler, 2016; Straker & Wrigley, 2016; T.

Thomas, 2015; Walmsley, 2016; W.-L. Wang, Malthouse, Calder, & Uzunoglu, 2017)

The objective of this investigate could be synthesis the new- research model to fulfilling the research gap between the role of human resources within innovative behavior that supported by the newest technologies on the national- Retail firms to the emerging- market position within FMCG industry and its impact on the financial performance. Moreover, the focus of an intervening variables such as; jon motivation and digitalize emerging- market within a synthesis of results base on the focused to the financial performance within among FMCG firms. (Catania, 2014; Demirkan & Spohrer, 2014; Geraerds, 2012; Järvinen & Karjaluto, 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 human resources development in management science within on an entire national- Retail 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)

Moreover, 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). Hence, 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 & Goaiied, 2016; C. Roach, Ryman, & White, 2014; Takata, 2016)

## **2. Literature review and the Hypothesis**

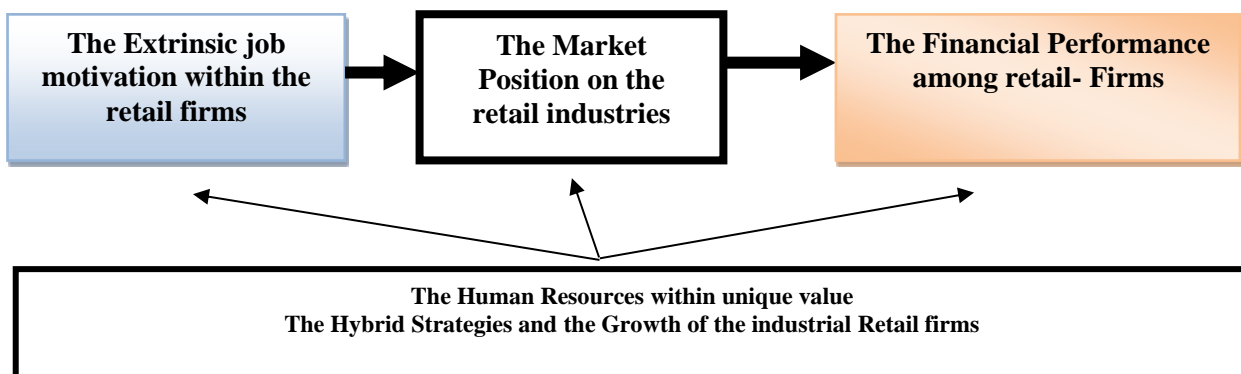
The study will make an inquiry of the research- HR development model in management science and conducted within the contributions for the evolve of managements science and business that it will be rooted the R-A Theory for the competitions and holistic, also for the contributions in develop of the management 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)

Hence, 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 also 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 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 structures, 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)

The researcher would like to evolve 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 Firms to evolve the management science

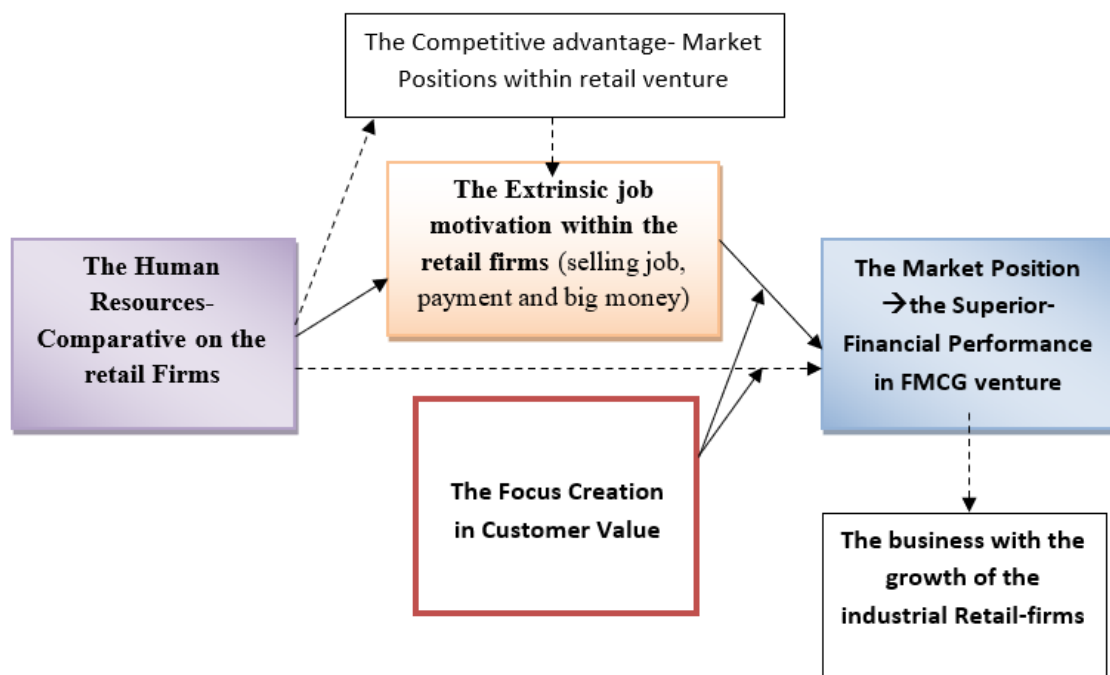
The Management and Business Research Framework and Hypothesis

The research framework of Superior- 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 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).

Moreover, the theory of the growth of firms in industrial FMCG-enterprise are could conducted to used for long-run FMCG- business and sustainable within motivations 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)

Furthermore, 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)



**Fig.2. The Research Model within National- Retail Firms to Enhance the Superior Financial Performance**

(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 Human Resources- comparative on the retail firms is positively related to **The Extrinsic job motivation within the retail firms**

H<sub>2</sub>. **The Extrinsic job motivation within the retail firms** is positively related to the market positions and the superior financial performance.

**3. Research method**

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

a. The Sample and data collection

The respondent in the global pandemic era, 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 collect 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).

b. The Measurement of variables

The study was conduct 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). Hence, 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. The Data analysis, The Model of Fitting and Hypothesis testing**

**a. The Data analysis**

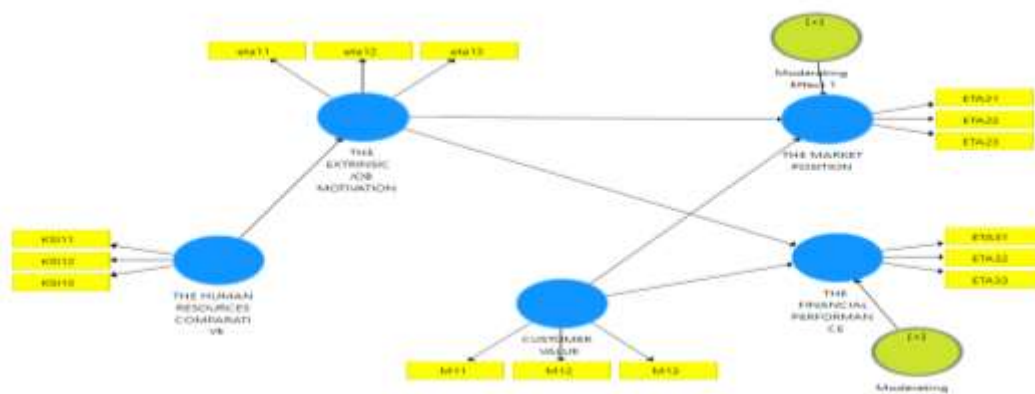
The prediction- oriented business modeling and the data analysis will drive with the structural equation modeling, because entire the variables were latent characteristics. Moreover, the two step approach have pertains; measurement model and the structural hybrid full model and used the predicting strategies 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 pertained (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. (Ratzmann, Gudergan, & Bouncken, 2016; Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016; Schlittgen et al., 2016)



**Fig.3. The Business and Management- Research Model of predicting strategy conduct with SmartPLS**

## 5. Conclusions and research contribution.

### a. Conclusions:

Recently, the management and business research result will successfully to predict entire hypotheses, and it have the best value that it can find to attempt to the financial performance national FMCG-corporations in Indonesia. The researcher was hope the fulfillment of the business and management research gap within the new management science research model would be effectively to provide the financial performance within superior categories on the FMCG venture.

### b. Research contribution:

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, 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 financial performance that its will investigate on the market- based research in business and management.

### 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 self-determination 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
- Landroguez, 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 channel engagements. *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 self-determination 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