JOURNAL OF BUSINESS AND SOCIAL SCIENCES
eISSN:2805-5187 | Vol.2026, Issue 2, No.4

Analysis of Work Motivation and Market Orientation on Marketing Performance at Raya Motor II Soppeng

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Abstract

Competition in the motorcycle dealership industry requires companies to manage human resources in the field of marketing and to carefully assess market needs. This study aims to analyze the role of work motivation and market orientation in shaping marketing performance at Raya Motor II Soppeng. This study employs a qualitative approach using descriptive methods. Data were collected through in-depth interviews, observations, and documentation, then analyzed through the stages of data reduction, data presentation, and drawing conclusions, with validity tested through triangulation of sources and techniques. A literature review indicates that work motivation, incentives, and market orientation are consistently associated with improved sales and marketing performance. Analysis of the field findings explains how the work motivation of marketing staff, as well as the company's sensitivity to customers and competitors, contributes to marketing achievements. This study provides practice-based qualitative evidence from regional motorcycle dealers where most previous research has been quantitative and demonstrates that internal (motivation) and external (market orientation) factors interact with one another, while external market conditions limit the stability of results. This study also offers practical insights for dealer management in formulating incentive systems and customer-oriented strategies.

Keywords

Work Motivation, Market Orientation, Marketing Performance, Marketing Management.

Introduction

Increasingly intense business competition is driving companies, including small and medium sized enterprises, to continuously improve their marketing performance. Marketing performance reflects a company's success in achieving market objectives, including sales growth, market share, and customer satisfaction (Pramuki & Kusumawati, 2024). In the micro,

Submission: 10 October 2026. Revised: 30 October 2026. Acceptance: 25 November 2026 Available online: November 2026

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small, and medium-sized enterprise (MSME) sector, marketing performance is also closely linked to competitiveness and business sustainability (Munandar et al., 2025).

One of the internal factors that determine marketing performance is human resources, particularly marketing personnel who interact directly with consumers. Work motivation serves as a driving force that directs individual behavior toward achieving organizational goals. A meta-analytic study of cross-lagged research indicates that the relationship between work motivation and job performance can be traced causally (Wang et al., 2024). In the context of sales personnel, work motivation, incentive systems, and work-related stress are viewed as predictors of sales performance (Rismawati & Gusti, 2026). Findings regarding contract salespeople at a motorcycle dealership also show that work motivation mediates the influence of transformational leadership and rewards on performance (Ikhsanida et al., 2025).

In addition to internal factors, marketing performance is influenced by market orientation, that is, a company's tendency to understand customer needs and monitor competitors' strategies. Research on MSMEs in Makassar shows that market orientation has a positive and significant effect on marketing performance (Aswar et al., 2025). Similar results were reported for MSMEs in Indonesia, namely that market orientation, along with product innovation and social media marketing, influences marketing performance (Khamaludin et al., 2022). In the small and medium-sized industries in Bali, market orientation even serves as a precursor to product innovation, which in turn enhances competitive advantage and marketing performance (Pramuki & Kusumawati, 2024). Among MSMEs in emerging markets, market orientation and entrepreneurial orientation also strengthen digital marketing capabilities, which in turn improve marketing performance (Hidayati et al., 2025).

In Soppeng Regency, a number of recent studies have highlighted that organizational behavior, organizational culture, and digital marketing strategies play a key role in supporting local businesses (Alam et al., 2026; Asmini et al., 2026; Mansur et al., 2026). Other studies in the same context examine the mix of service marketing and social media marketing in influencing consumer decisions (Amrial et al., 2026; Rahmah et al., 2026). However, studies that qualitatively examine the relationship between work motivation and market orientation and marketing performance at motorcycle dealerships in Soppeng remain limited. Moreover, the existing studies tend to examine internal human-resource factors and external market factors separately, so little is known about how they operate together in daily dealership practice. This gap forms the rationale for this study.

Based on the above description, the research questions for this study are: (1) what is the work motivation of the marketing staff at Raya Motor II Soppeng; (2) how is market orientation implemented at Raya Motor II Soppeng; and (3) how are these two factors related to marketing performance. This study aims to describe and analyze these three aspects. Its contribution is twofold. Theoretically, it adds qualitative, practitioner-based evidence on how work motivation and market orientation jointly relate to marketing performance in a regional motorcycle dealership, a setting dominated so far by survey-based studies. Practically, it identifies concrete management levers, namely incentive evaluation, leadership guidance, customer feedback, and competitor monitoring, that dealerships can apply.

Methodology

This study employs a qualitative approach using descriptive methods to gain an in-depth understanding of the phenomena of work motivation, market orientation, and marketing performance in their natural context. The qualitative approach was chosen because most previous studies on similar topics have used a quantitative approach based on surveys and structural equation modeling (Aswar et al., 2025; Hidayati et al., 2025; Ikhsanida et al., 2025;

Pramuki & Kusumawati, 2024), so the exploration of the meanings and experiences of practitioners in the field still requires further reinforcement.

The study was conducted at Raya Motor II, Soppeng Regency. Informants were selected purposively, that is, individuals who understand and are directly involved in the company's marketing activities. The interview guide consisted of 15 questions grouped into the following categories: work motivation, market orientation, marketing performance, and the relationship among these three factors.

Work motivation is examined through the drive to work hard, future orientation, task focus, and the desire to grow (Ikhsanida et al., 2025). Market orientation is examined through customer orientation, competitor orientation, and cross-functional coordination (Pramuki & Kusumawati, 2024). Marketing performance is examined through sales growth, market share growth, and customer satisfaction (Aswar et al., 2025; Pramuki & Kusumawati, 2024).

Data Collection

Primary data was obtained through semi-structured in-depth interviews and observation of marketing activities, while secondary data was obtained from documentation such as sales records, targets, and the company's incentive system.

Data Analysis

The analysis was conducted in three stages: data reduction, data presentation, and drawing conclusions. The validity of the data was tested using source triangulation and methodological triangulation by comparing the results of interviews, observations, and documentation.

Results and Discussion

Results

The interview data is presented based on four groups of questions: work motivation, market orientation, marketing performance, and the relationship between these three factors. All findings were derived from 15 interview questions posed to Raya Motor II Soppeng.

a. Work motivation

The interview results show that employees' work motivation is driven by the desire to meet sales targets, earn income, and provide optimal service to customers. These factors play a role in boosting employees' work enthusiasm and sense of responsibility in marketing activities. In terms of rewards, the company provides awards and incentives as a form of appreciation for work achievements in accordance with company policy, which aims to maintain employee motivation and productivity. Challenges in maintaining motivation include competition among dealers, changes in consumer demand, limited purchasing power, and sales targets that are not always stable. To maintain motivation, management implements effective communication, provides work guidance, evaluates target achievement, and offers support in overcoming marketing challenges.

b. Market orientation

In terms of customer orientation, customer needs and preferences are identified through direct communication with consumers, observation of purchasing interests, and the collection of information regarding vehicle types, prices, and payment plans that are in demand. The company also continuously monitors changes in consumer preferences and market trends to adjust its product offerings, service quality, and marketing strategies. In terms of competitor orientation, the company monitors selling prices, promotional programs, service quality, and the ease of transactions offered by similar dealers as part of its evaluation process. This

information regarding customers and the competition is used as the basis for determining promotional approaches, product offerings, service improvements, and adjustments to sales strategies.

c. Marketing performance

The success of marketing activities is assessed based on the achievement of sales targets, the number of transactions, customer growth, and the effectiveness of promotional programs. The achievement of sales targets is influenced by consumer demand, public purchasing power, the level of competition, product availability, and the effectiveness of marketing strategies; therefore, the realization of sales relative to targets needs to be evaluated periodically. To increase sales and retain customers, the company implements targeted promotions, provides clear product information, improves service quality, and maintains good relationships with customers. The main obstacles faced include price competition, changes in consumer preferences, limitations on public purchasing power, and changes in market conditions.

d. The relationship between work motivation, market orientation, and marketing performance

Work motivation is seen as encouraging employees to be more active in promoting products, providing excellent service, and striving to meet sales targets; employees with strong work motivation tend to demonstrate a higher level of commitment. Understanding customer needs helps companies tailor their offerings and marketing strategies, thereby potentially increasing purchase interest, customer satisfaction, and sales. Areas that need improvement include fostering work motivation, evaluating sales targets, enhancing service quality, and gathering information regarding customer needs and competitor strategies. The influence of work motivation on target achievement in this qualitative study is descriptive in nature and has not yet been statistically tested.

Discussion

The finding that employees are motivated by sales targets, income, and customer service indicates that work motivation at Raya Motor II stems from a combination of financial incentives and job responsibilities. This is consistent with meta-analytic evidence showing a causal relationship between work motivation and job performance (Wang et al., 2024). The provision of rewards and incentives for achieving targets is consistent with findings that incentive systems are predictors of sales performance (Rismawati & Gusti, 2026). The role of leadership in providing guidance, evaluating targets, and supporting employees in overcoming obstacles is also consistent with a study of motorcycle dealers, which reported that leadership and recognition enhance motivation and, consequently, employee performance (Ikhsanida et al., 2025). Thus, work motivation at Raya Motor II can be understood as a mechanism that supports the achievement of sales targets, although constraints such as purchasing power and competition mean that these achievements are not always stable.

Market orientation involves efforts to understand customers and competitors and to coordinate the company's functions to create superior customer value (Pramuki & Kusumawati, 2024). Raya Motor II's practices in identifying customer needs through direct communication, monitoring competitors' prices and promotions, and utilizing that information to formulate strategies demonstrate the application of the customer orientation and competitor orientation dimensions. Research on MSMEs in Makassar found that the better the market orientation, the better the marketing performance (Aswar et al., 2025), and similar findings have been reported for Indonesian MSMEs (Khamaludin et al., 2022). In this study, the company associates an understanding of customer needs with increased purchase intent, satisfaction, and sales, thereby supporting the literature.

The company's strategy consists of targeted promotions, clear communication of product information, and improved service quality, in line with a study in Soppeng that emphasizes the

role of the service marketing mix and social media marketing in consumer decision-making (Amrial et al., 2026; Rahmah et al., 2026). Observation of competitors' pricing, promotions, and transaction convenience reflects efforts to build a competitive advantage, which, according to Pramuki and Kusumawati (2024), is linked to improved marketing performance. Hidayati et al. (2025) also demonstrate that digital marketing capabilities mediate the influence of market orientation on marketing performance; this opens opportunities for dealers to strengthen digital communication, as digital marketing strategies and organizational culture are reported to play a role in local businesses in Soppeng (Alam et al., 2026; Asmini et al., 2026; Mansur et al., 2026).

Challenges such as price competition, shifting consumer preferences, and changes in purchasing power indicate that marketing performance is influenced by external factors beyond the company's control. This situation aligns with the view that the marketing performance and competitiveness of MSMEs are influenced by various factors related to business sustainability (Munandar et al., 2025). Therefore, a combination of sustained work motivation and an adaptive market orientation serves as the foundation for dealers to maintain their marketing performance amid market instability.

Contribution of the Study

Prior studies cited above mostly test work motivation and market orientation separately, using surveys and structural models. This study adds to that literature in three ways. First, it shows in a motorcycle dealership setting how the two factors operate together in practice: work motivation, supported by incentives and leadership guidance, sustains the sales effort of marketing staff, while market orientation, through customer and competitor monitoring, shapes what that effort is directed at, namely promotions, product offerings, and service quality. Second, it identifies external conditions, namely price competition, purchasing power, and shifting preferences, as limits on how stable the resulting performance is, which helps explain why target achievement fluctuates even when motivation is high. Third, it provides a documented regional case from Soppeng that can serve as a basis for hypotheses in future quantitative studies, for example on the mediating role of work motivation or digital marketing capability. For practitioners, the findings point to four actions: reviewing incentive schemes against target realization, strengthening leadership guidance for marketing staff, building routine customer-feedback channels, and monitoring competitors systematically, including through digital channels.

This qualitative study describes the practices and perceptions of the company; therefore, the relationships between variables are discussed descriptively and have not been statistically tested, as in previous quantitative studies.

Conclusion

Based on the results of the interviews and discussions, it can be concluded that work motivation and market orientation are two factors that complement each other in shaping marketing performance. Work motivation, which is reinforced by incentives and management support, drives marketing personnel to achieve sales targets. Market orientation, which includes customer orientation, competitor orientation, and cross-functional coordination, helps dealers align their offerings with consumer needs. Previous literature consistently supports this relationship. The main contribution of this study is qualitative evidence that these internal and external factors work together in a regional dealership, while external market conditions limit the stability of the outcome.

In practical terms, the management of Raya Motor II Soppeng is advised to periodically evaluate the incentive system, strengthen the role of leadership in guiding the marketing staff, and develop mechanisms for gathering customer feedback and monitoring competitors, including through digital channels. The limitations of this study lie in its scope, which is confined to a single location, and its qualitative nature; therefore, the results are not intended to be generalized. Future research could examine the relationships between variables quantitatively or expand the scope to include multiple dealerships.

Acknowledgement

The researcher did not receive any funding for this study, and the results have not been published in any other sources.

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