



Received: 06-03-2023  
Accepted: 16-04-2023

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### The Impacts of Rewards and Intrinsic Motivation on Insurance Agent's Performance: A Study for Life Insurance Companies in Vietnam

<sup>1</sup> Thi Huong Mai, <sup>2</sup> Duc Tai Do, <sup>3</sup> Thi Mai Mai

<sup>1,2</sup> University of Labor and Social Affairs, Hanoi, Vietnam

<sup>3</sup> Hanoi Law University, Vietnam

Corresponding Author: **Thi Huong Mai**

#### Abstract

This study's purpose is to evaluate and investigate aspects of the motivations and their impact on life insurance agent performance in the current times. The study was conducted in life insurance companies in Vietnam through online questionnaires. The data collected from the study were processed using PLS-SEM analysis software. The results of

the study suggested that the two examined factors, which are reward and intrinsic motivation, have a significantly positive effect on employee performance. In which, intrinsic motivation has a stronger influence. The study also provides a new approach to design a reward system and motivation maintenance method for current insurance businesses.

**Keywords:** Rewards, Motivations, Agent's Performance, Life Insurance, Vietnam

**JEL Code:** G22, M12, K31

#### 1. Introduction

In an increasingly competitive environment, an organization's success depends on the effectiveness of its sales force, the development and maintenance of customer relationships. In some types of corporation, the cost for their sales force can be as much as 40% to 75% of the marketing budget (Rouziès *et al.*, 2017) <sup>[24]</sup> which is higher than that of the core service itself. Enhancing the performance of salespeople is then probably the most important task that sales managers are facing in today's business environment.

The insurance industry is emerging and becomes important in several developed well as developing countries, including Vietnam. In particular, the role of sales person is becoming the link between a company and their potential customers. They are who will bring revenue to the business. 94.4% of insurance companies ranked personal selling as the most important factor (Yean and Yahya, 2013) <sup>[34]</sup>. In insurance businesses, sale activities are carried out through insurance agent channels. Insurance agents are sales representatives of insurance companies under legal commitments (Desai, 2016) <sup>[6]</sup>. They may earn commissions for the sale of the business's insurance products. The insurance agent is the representative image of the company. In the past, many studies have suggested that commissions are the core driver to drive sales, which is in order to make insurance agents to work harder. However, in the 21st century, customer expectations for product life insurance have changed over time. They no longer buy life insurance products blindly but will compare between different provided policies. The changing social business environment has changed the nature of insurance sales. Insurance products have become more complex. Meanwhile, customers are becoming more knowledgeable and sophisticated in their purchasing decisions. Additionally, an increasing competition makes customers have higher requirements and expectations about insurance agents (Schultz and Good, 2000) <sup>[30]</sup>. Therefore, insurant companies that want to improve sales agent performance need to implement motivational strategies to improve sales force performance (Wambua, 2004) <sup>[32]</sup>.

Accordingly, there have been several studies on sales force performance as well as motivation in different fields. However, in the life insurance field, these studies are limited and there is no consensus. This study aims to evaluate and investigate the motivation and its impact on the performance of life insurance agents in the Vietnamese context, thereby providing a new approach in designing the reward system and methods to maintain motivation for life insurance agents in today's insurance businesses.

## 2. Literature review

### *Employee's Performance*

In an organizational context, effective employee performance is one of the most important targets for any organization to achieve as it can indicate how their employees perform to contribute to the organization's goals. Employee's performance can also define as the process in which employees use their ability and skills to transfer raw materials into products and services (Motowidlo and Schmit, 1999) <sup>[14]</sup>. By that definition, employee's performance is characterized by a variety of elements including: quality and quantity of outcomes, timeliness of outcomes, presence or attendance on the job, efficiency of the completed task and the level of effectiveness of performed task (Mathis and Jackson, 2011) <sup>[13]</sup>.

To measure employee's performance, it is essential to differentiate between the task performance and contextual performance (Motowidlo and Schmit, 1999) <sup>[14]</sup>. The first aspect relates to in-role task as parts of the formal job description, in contrast, the later one is about extra-role behaviour and not included in the formal job description. While the task performance is addressed as the requirements for employees to accomplish by employers, the contextual performance is described as the behaviour and activities which indirectly support for company to achieve its goals and objectives by enhancing the organisational culture, working environment, then leading to the higher job performance (Parker *et al.*, 2006) <sup>[19]</sup>.

Life insurance agent performance refers to the success of an agent in carrying out sales-related activities such as number of contracts during a period or revenue during a period (Baldauf and Cravens, 2002) <sup>[3]</sup>.

### *Rewards*

Reward is one of the most important factors to motivate employees to contribute their best efforts to generate innovative ideas that lead to better business function and further improvement of the company's financial and nonfinancial performance. Noorazem *et al.* (2021) <sup>[16]</sup> mentioned that people do not automatically come to work, keep working, or work hard constantly for an organization. Salah (2016) <sup>[26]</sup> argues that rewards are often used as the tool to improve employee's performance from the starting point. Nevertheless, the relevant studies note that rewards are not just about money and can be categorized into different groups (Malhotra *et al.*, 2007) <sup>[12]</sup>. Jordan (1986) <sup>[11]</sup> refers rewards into three different categories: extrinsic, intrinsic and social rewards. While extrinsic rewards relates to tangible benefits such as pay, salaries, bonus, among other benefits; intrinsic rewards refer to the psychological rewards from the experience of work and social rewards refer to the interaction with other people on the job as the affirmation of identity (Rollinson, 2008, Salah, 2016) <sup>[23, 26]</sup>. Some of other previous studies also further conclude that extrinsic motivation (or rewards) increases the productivity of employees at work (Srivastava and Barmola, 2012) <sup>[31]</sup>. In addition, Robescu and Iancu (2016) <sup>[22]</sup> comment that people who impacted by rewards could be divided into two groups:

1. Employees who wants to maximize revenue.
2. Employees who care about social status.

This above classification is necessary to predict what kind of motivators should be applied to improve the performance of particular employees. For instance, employees in the first group would be much more satisfied with monetary rewards

rather than fringe benefits. Yet, it does not necessarily mean that the first group would refuse to receive the non – financial rewards or the second group is not motivated by financial rewards as long as they are be distinguish from others in the company as they prefer the benefits which can able to show their status (Robescu and Iancu, 2016) <sup>[22]</sup>.

Many studies have shown positive effects of reward structure on performance measures. Sarin and Mahajan (2001) <sup>[28]</sup> offered several implications about how reward structure affects performance. Total rewards can be used to manage and motivate people by thoroughly understanding the relative implications of the reward proposition and applying a well-designed total reward strategy effectively. According to Armstrong and Stephens (2006) <sup>[2]</sup>, total compensation is a combination of both financial and non-financial rewards for employees. As defined by Manus and Graham in (Armstrong and Stephens, 2006) <sup>[2]</sup>, total rewards include all types of rewards, from direct to indirect rewards, from internal to external ones. Each aspect of rewards is being linked together as an integrated and logical whole. The bonus will positively affect the agent's performance both financially and non-financially. Financially, an employee achieves greater sales to earn the bonus awarded. The key elements of sales bonuses are base salary, commissions, bonuses and non-cash incentives. It is therefore fair to typically have a combination of salary, bonus and incentive (San *et al.*, 2012) <sup>[27]</sup>. In the field of life insurance, research by (Anagol *et al.*, 2017) <sup>[1]</sup> showed that sales commission is one of the types of motivation that affects the advice as well as the commitment of life insurance agents to their customers. In addition, (Noor and Mohamed, 2007) <sup>[16]</sup> with survey results of 445 life insurance agents in Malaysia showed that organizational commitment and intrinsic motivation positively influence life insurance agents in orienting customers in their sales activities. Noor and Mohamed (2007) <sup>[16]</sup> conducted a study with 44 life insurance agents in Malaysia which stated that income is one of the driving forces that influences positively on the performance of insurance agents. Therefore, this study hypothesized:

Hypothesis 1: Rewards have a positive effect on life insurance agent' performance.

### *Intrinsic motivation*

Motivation is defined as the psychological process that forms direction and target behavior (Ismail and El Nakkache, 2014) <sup>[10]</sup>. Motivation can also be defined as the psychological processes that induce the arousal, orientation, and persistence of voluntary action as the goal of action (Reeve and Lee, 2014) <sup>[21]</sup>. Ryan and Deci (2000) <sup>[25]</sup> state that intrinsic motivation originates within inner individuals, they also argue that it occurs in the relation between individuals and activities. It could explain the reason why people are boosted intrinsically to do some certain activities and not others, and at the same time, not everyone is intrinsically motivated in completing any particular task. Demerouti and Bakker (2006) <sup>[5]</sup> also comment that employees with strong intrinsic motivation work more effectively and can achieve better performance the workplace.

There has been a raise in recent studies to claim that employees care much more about how meaningful a job can value them rather than other extrinsic aspects such as wage, bonus, job security (Ryan and Deci, 2000, Gagné and Deci,

2005) [25, 7]. Pink (2009) [20]'s study agrees with this argument by emphasizing that employees work more productively, more effectively and more creatively when they have a strong belief that they are doing "meaningful work (purpose), in charge of their work (autonomy), and getting better and better at their work (mastery)".

In the life insurance sector, insurance agents are often considered a complex marketing service (Nik Kamariah, 1995) [15]. Insurance agents must fully understand the needs and requirements of their clients, build trusting relationships between them and their clients to foster a long-term, mutually beneficial relationship (Crosby *et al.*, 1990) [4]. In order to achieve these benefits, agents need to enter long-term commitments such as continuously interacting with buyers and sellers. After sales, agents should provide follow-up customer service and help customers with policy changes in response to changing needs. Insurance products are a special type of financial service to insure customers against risks. Therefore, insurance agents might feel their work meaningful when they see their consulting and designing products become useful for customers to handle their problems and difficulties. Accordingly, Research of Onyango (2017) [18] concluded that intrinsic motivational strategies contributing through different factors have a great impact on insurance agent performance in Kenya. Accordingly, the influence of intrinsic motivation is expected in this study through the hypothesis:

Hypothesis 2: Intrinsic motivation has a positive effect on life insurance agent performance

### **Interaction between rewards and intrinsic motivation on insurance agents' performance**

In the insurance sector, Armstrong and Stephens (2006) [2] further mentioned that rewarding practice enhances motivation, commitment, work engagement, and discretionary behaviors. He further defined the process of motivation as the action process that encourages employees to set goals, take action, and achieve goals - a valuable reward that satisfies their specific needs. Simultaneously, San *et al.* (2012) [27] indicated that rewards lead to an increase in both financial and non-financial performance in insurers. This will also enhance the reputation of the company. An effective reward mechanism will shift from the completion of basic requirements to a sense of self-improvement associated with the development of the business. Accordingly, this study hypothesized:

Hypothesis 3: Rewards have a positive effect on the intrinsic motivation of life insurance agents.

### **3. Methodology**

As the purpose of testing a number of hypotheses which are generated from previous existing theories to prove the relationship between particular variables (rewards, intrinsic motivation, agent's performance), this research is collecting quantitative data to test the hypotheses.

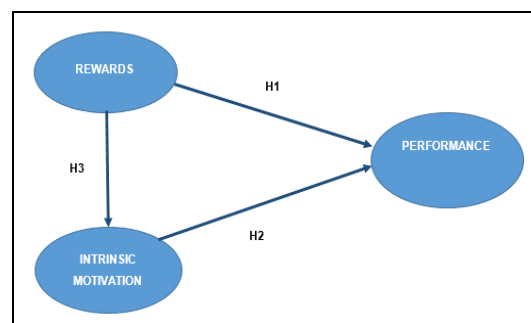
This research is applying non-probability sampling technique as the respondents are selected by the author based on some certain criteria.

The questionnaire was designed based on the theories introduced in the literature review. It includes 11 observation variables with a 5 -point Likert scale. All the items used in each part are adopted from the validated scales of previous studies by (Noor and Mohamed, 2007, Salah, 2016, San *et al.*, 2012) [16, 26, 27] is adjusted to suit the survey

subjects are life insurance agents.

### **3.1 Research Model**

Based on the literature review, the conceptual model research framework of this study is depicted in Fig 1.



**Fig 1: Research Model**

### **3.2 Methodology**

The research framework was designed to test the relationship between one dependent variable (performance of life insurance agents) and two independent variables (Rewards and Intrinsic motivation) (see in Fig 1). Three control variables including gender, age, and years of working experience were also conducted in the survey. The collected data will be analysed by SPSS and the PLS - SEM statistical analysis software.

## **4. Results**

### **4.1 Descriptive analysis**

The results showed that 63 male and 189 female participants responded to the questionnaire. The number of women is higher at 71.9%. The gender gap in this survey is consistent with statistics of the agents in these insurance companies in Vietnam, in which the number of respondents aged from 31 to 40 years old accounts for the largest proportion. The second is agents aged from 40 to 50 years old, the third is from 20 to 30 years old and the last one is from 50 years old and above. The age structure of surveyed agents is quite similar to the potential subjects participating in the insurance market.

Before testing the hypothesis, the reliability and validity of the data were carefully checked. These steps are done with Smart PLS. Then PLS and Bootstrap analysis are employed to test the hypothesis.

### **4.2 Construct Reliability and Validity**

The reliability of the structures is determined by the indicator reliability and the internal consistency reliability Wong (2013) [33] defined the reliability of the index as the square of the factor loading of each indicator. The study also recommends that if this value is greater than 0.4, the reliability of the index can be ensured. In addition, internal consistency reliability for all latent variables was evaluated using Cronbach's Alpha and composite reliability (CR) (Hair Jr *et al.*, 2016) [8].

In this study, the test applied to latent variables shows that the factor loading coefficients were all greater than 0.5 and the combined reliability coefficients were all greater than 0.7. The average variance extracted AVE of the concepts were all greater than 0.5, so they all ensure the convergence value of the scale (Hair Jr *et al.*, 2017) [9]. Besides, the AVE of each latent variable was larger than the square of the

correlation of that variable with the remaining latent variables; therefore, the scale ensures discriminant validity (Sarstedt *et al.*, 2014) [29]. The variance inflation factors VIF were all less than 3.3, which means there was no multicollinearity phenomenon, and the scale therefore is suitable to apply the structural equation model (Hair Jr *et al.*, 2016) [8]. The results of composite reliability analysis as follows:

**Table 1:** Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
AM	0.754	0.755	0.859	0.670
IM	0.894	0.899	0.927	0.760
RW	0.801	0.816	0.869	0.625

The above results show that all variables make sure the composite reliability and are eligible to carry out the next analysis. Next, the relevance of the research model is evaluated through research data. The results of the model fit test are shown in the following table:

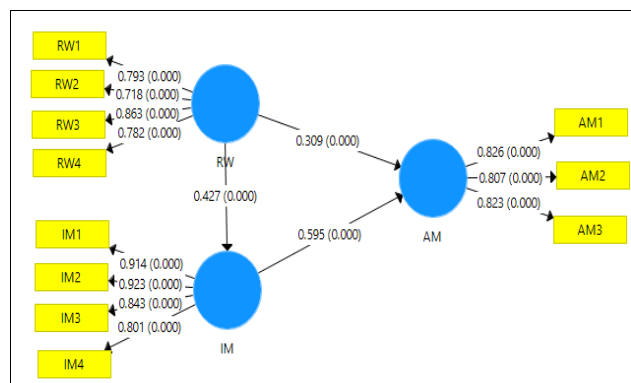
**Table 2:** Model fit

	Saturated Model	Estimated Model
SRMR	0.066	0.066
d_ULS	0.290	0.290
d_G	0.127	0.127
Chi-Square	194.151	194.151
NFI	0.873	0.873

The results show that the research model is consistent with the research data. Therefore, the research model is suitable for analyzing and applying to the attitudes towards voluntary social insurance. After completing the basic assumptions of PLS-SEM, bootstrapping is executed. This

technique has been implemented to test the hypotheses. The results of bootstrapping PLS show that all hypotheses are accepted because t-value > 1.96 and P-value < 0.05. Details are as below:

#### 4.3 Hypothesis test results



**Fig 2:** The result of bootstrapping in model

The test results show that intrinsic motivation is the factor that has the strongest impact on performance of life insurance agents with an impact level of 0.595 at 5% significance level. In addition, the rewards also has a strong influence on intrinsic motivation with an impact of 0.427 at 1% significance level while rewards has a moderate influence with an impact coefficient of 0.309 to performance. Hypothesis testing was carried out using Bootstrapping method (Hair Jr *et al.*, 2017) [9]. Analytical results have shown the existence of relationships in the research model at the 5% level of significance. The results of the direct and indirect impact analysis are shown in the following table:

**Table 4:** Hypothesis test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis
IM -> AM	0.595	0.596	0.036	16.352	0.000	Accepted H1
RW -> AM	0.309	0.308	0.043	7.222	0.000	Accepted H2
RW -> IM	0.427	0.433	0.053	8.106	0.000	Accepted H3

Table 4 illustrates that 3 hypotheses are supported, meaning that both rewards and intrinsic motivation are the factors that have a significant impact on the performance of life insurance agents. In while, the rewards will increase the intrinsic motivation for the life insurance agents.

#### 5. Discussion

The results of this study are consistent with previous studies on the impact of reward and intrinsic motivation on the performance of life insurance agents. Accordingly, the acceptance of hypothesis 1 confirms the role of reward and reward system in promoting performance of insurance agents. This conclusion is supported by San *et al.* (2012) [27]. As the insurance business is growing rapidly and becoming more competitive, this study can provide a better insight into the influence of the reward system on the motivation and performance of insurance agents.

At the same time, the research results also show that intrinsic motivation has the strongest impact on the final performance of insurance agents. Thus, it clarifies the role of intrinsic motivation in human resource management, which was previously underestimated by many researchs

(Ismail and El Nakkache, 2014, San *et al.*, 2012) [10, 27]. However, this result does not contradict the importance of rewards in increasing the productivity and efficiency of life insurance agents in Vietnam. This can be explained by the peculiarities of the insurance industry. Insurance products are intangible and unexpected products. Moreover, because the consumption of life insurance products often takes place over a long period of time, the perceived value of the product by customers is difficult to measure and reflect accurately. To be able to convince customers to buy insurance is challenging. Maintaining the contract is even harder, so if you only care about the reward and do not have a genuine love toward the job, it is difficult to create high efficiency and sustainable performance. In addition, by supporting Hypothesis 3, this study concludes that reward and intrinsic motivators are related when employees perform in the workplace. However, there is no multicollinearity phenomenon. There is a link between these two factors, which means that both factors are strong enough to influence the performance of life insurance agents independently. At the same time, the reward contributes to boosting the intrinsic motivation of the insurance agents in



the process of improving performance.

It can be said that the life insurance agent's activities are affected by many factors. However, the internal factors are important and have the strongest influence, one of which is the regulations on management and agent development. Unlike normal product sales activities, the sale of life insurance products cannot be achieved through revenue promotion or contract signing by general promotions or advertising because of the nature of the risk of the products. Therefore, increasing the rewards and material benefits for agents based on business performance will not be possible when the customers do not sign the contract. Instead, the implementation of professional support programs or technical advice for agents, especially new agents, will help increase the motivation for employees to stay with the organization and its members, thereby promoting the motivation to consult and sign contracts with customers.

Intrinsic motivation exists when agents are aware of the meaning of their work and the effectiveness of that work for customers. To achieve this, agents need to be regularly trained and retrained to understand the company's products. Only when the agent himself realizes the role and meaning of each term and the difference between the products of his business and other businesses, he can confidently advise customers as well as be confident about the quality of his products. Then, intrinsic motivation will help agents have necessary skills and abilities to enhance their sales performance. In addition, activities such as recruiting and monitoring the quality of insurance agents should also be focused.

## 6. Conclusion

Although motivation is widely studied as one of the most important factors in the field of human resources, most research focuses on a single type of motivation: reward or intrinsic motivation. This study takes a different approach by putting the two in the same context to examine their varying degrees of impact on individual performance. Thus, this study confirms the findings of previous research and reveals how different each factor affects performance when placed in the same context. The insurance market in Vietnam is considered to be potential. Although the development of other distribution channels has increased in recent years, revenue and signed contracts from individual agents still account for large proportion. Therefore, improving the efficiency of agents will contribute to helping businesses improve their competitive position in the current market.

## 7. References

1. Anagol S, Cole S, Sarkar S. Understanding the advice of commissions-motivated agents: Evidence from the Indian life insurance market. *Review of Economics and Statistics*. 2017; 99:1-15.
2. Armstrong M, Stephens T. *Employee Reward management and Practice* Philadelphia: Kopan page Limited, 2006.
3. Baldauf A, Cravens DW. The effect of moderators on the salesperson behavior performance and salesperson outcome performance and sales organization effectiveness relationships. *European Journal of Marketing*. 2002; 36:1367-1388.
4. Crosby LA, Evans KR, Cowles D. Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*. 1990; 54:68-81.
5. Demerouti E, Bakker AB. Employee well-being and job performance: Where we stand and where we should go. *Occupational health psychology: European perspectives on research, education and practice*. 2006; 1:83-111.
6. Desai D. An analytical study on retention of financial planning advisors at Aviva Life Insurance, Pune, Maharashtra, India. *ZENITH International Journal of Business Economics & Management Research*. 2016; 6:41-53.
7. Gagné M, Deci EL. Self-determination theory and work motivation. *Journal of Organizational behavior*. 2005; 26:331-362.
8. Hair Jr JF, Hult GTM, Ringle C, Sarstedt M. *A primer on partial least squares structural equation modeling (PLS-SEM)*, Sage publications, 2016.
9. Hair Jr JF, Sarstedt M, Ringle CM, Gudergan SP. *Advanced issues in partial least squares structural equation modeling*, sage publications, 2017.
10. Ismail H, Nakkache EIL. Extrinsic and intrinsic job factors: Motivation and satisfaction in a developing Arab country-the case of Lebanon. *Journal of Applied Management and Entrepreneurship*. 2014; 19(66).
11. Jordan PC. Effects of an extrinsic reward on intrinsic motivation: A field experiment. *Academy of Management Journal*. 1986; 29:405-412.
12. Malhotra N, Budhwar P, Prowse P. Linking rewards to commitment: An empirical investigation of four UK call centres. *The International Journal of Human Resource Management*. 2007; 18:2095-2128.
13. Mathis RL, Jackson JH. *Human resource management: Essential perspectives*, Cengage Learning, 2011.
14. Motowidlo SJ, Schmit MJ. The changing nature of performance: Performance assessment in unique jobs. In D. R. Ilgen & E. D. Pulakos (Eds.), 1999, 56-86.
15. Nik Kamariah, N. Determinants of sales performance in insurance industry: A cross cultural comparison between the United Kingdom and Malaysia. Unpublished doctoral thesis. University of Aston. UK, 1995.
16. Noor Na M, Mohamed A. Customer-orientation behaviour: Effects on annual income, sales target achievement and subjective evaluation of performance in the Malaysian life insurance industry. *International Retail and Marketing Review*. 2007; 3:54-70.
17. Noorazem NA, Md Sabri S, Mat Nazir EN. The effects of reward system on employee performance. *Jurnal Intelek*. 2021; 16:40-51.
18. Onyango JA. *Motivational Strategies and Sales Force Performance in the Insurance Industry in Kenya*. United States International University-Africa, 2017.
19. Parker SK, Williams HM, Turner N. Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*. 2006; 91:636-652.
20. Pink DH. *Drive: The surprising truth about what motivates us*, New York, Penguin Books, 2009.
21. Reeve J, Lee W. Students' classroom engagement produces longitudinal changes in classroom motivation. *Journal of Educational Psychology*. 2014; 106:527.
22. Robescu O, Iancu AG. The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Studies*. 2016; 7:49-56.
23. Rollinson D. *Organisational behaviour and analysis: An integrated approach*, Pearson Education, 2008.

24. Rouziès, D, Onyemah V, Iacobucci D. A multi-cultural study of salespeople's behavior in individual pay-for-performance compensation systems: When managers are more equal and less fair than others. *Journal of Personal Selling & Sales Management*. 2017; 37:198-212.
25. Ryan RM, Deci EL. Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*. 2000; 25:54-67.
26. Salah MRA. The influence of rewards on employees performance. *British Journal of Economics, Management & Trade*. 2016; 13:1-25.
27. San OT, Theen, YM, Heng TB. The reward strategy and performance measurement (evidence from Malaysian insurance companies). *International Journal of Business, Humanities and Technology*. 2012; 2:211-223.
28. Sarin S, Mahajan V. The effect of reward structures on the performance of cross-functional product development teams. *Journal of marketing*. 2001; 65: 35-53.
29. Sarstedt M, Ringle CM, Smith D, Reams R, Hair Jr JF. Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*. 2014; 5:105-115.
30. Schultz RJ, Good DJ. Impact of the consideration of future sales consequences and customer-oriented selling on long-term buyer-seller relationships. *Journal of Business & Industrial Marketing*. 2000; 15:200-215.
31. Srivastava SK, Barmola KC. Role of motivation in higher productivity. *Management Insight*. 2012; 7:80-99.
32. Wambua RM. Factors influencing sales force motivation: A study of insurance companies in Kenya. University of Nairobi, 2004.
33. Wong KKK. Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*. 2013; 24:1-32.
34. Yean TF, Yahya KK. The influence of human resource management practices and career strategy on career satisfaction of insurance agents. *International Journal of Business and Society*. 2013; 14:193.