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Exploring the impact of marketing culture on job satisfaction: evidence from Turkish banking sector

1. Introduction

For the service industry, employees are one of the most important marketing mix and service quality is mostly evaluated via attitudes of employees in the organization (Parasuraman et al., 1985; Zeithaml et al., 1996; Aydın and Yıldırım, 2012). Accordingly, employee satisfaction is an important factor of service quality and consumer satisfaction for organizational sustainability in the long-term (Chuang et al., 2015). The literature has shown that organizational culture can influence organizational outputs such as performance, success, commitment, satisfaction, effectiveness (Schein, 1992; Brown, 1992; Sempane et al., 2002; McKinnon et al., 2003; Lund, 2003; Chang and Lee, 2007; Yiing and Zaman Bin Ahmad, 2009; Gull and Azam, 2012; Belias and Koustelios, 2014; Yıldırım et al., 2016). Recent studies have supported the argument that organizational culture has a significant effect on job satisfaction. In addition, some organizational culture types can effect job satisfaction negatively and others can effect job satisfaction positively. For example, Sabri et al. (2011) investigated the impact of organizational culture on job satisfaction in Pakistan and they found that supportive management culture effected job satisfaction positively. Bigliardi (2012) investigated the impact of organizational culture on job satisfaction in the pharmaceutical industry. They found that bureaucratic organizational culture had a negative effect on job satisfaction and supportive organizational culture had a positive effect on job satisfaction. Belias and Koustelios (2014) found significant relationship between organizational culture and job satisfaction. Yusof et al. (2016) studied organizational culture and employee motivation in private sector and they found that supportive culture type had a positive effect on employee motivation. Al-Mohammad et al. (2016) investigated Webster's marketing culture model and also they determined marketing culture had a positive effect on organization's performance. Yıldırım et al. (2016) studied the relationship between marketing culture and organizational commitment and they found that marketing culture increased the commitment of employees. This article aims to contribute to the related literature by explaining the impact of marketing culture on job satisfaction in banking sector.

2. Literature Review

Culture which has its own symbolic values, norms and attitudes (Conrad, 1994), is transferred from one generation to next generation over time (Deal and Kennedy, 1982:38). Organizational culture expresses employees' shared values, norms and assumptions in the related organization (Schein, 1996). Also, it increases the attachment and loyalty of employees towards their organizations (Morgan, 1997). Organizational culture contributes to the maximization of employees' overall performance which is translated into organizational success (Chatman and Barsade, 1995).

Some scholars share the idea that the main function of organizational culture is to teach employees the organization's own rules, norms, values and working types (Deal and Kennedy, 1982; Reichers and Schneider, 1990; Brown, 1998). Organizational culture can be

classified by many types. Most researches classified organizational culture in terms of strong organizational culture and weak organizational culture (Ouchi, 1981; Deal and Kennedy, 1982; Hofstede et al., 1990). In addition, Cameron and Quinn (1999) classified organizational culture in terms of “clan oriented, adhocracy oriented, market oriented and hierarchy oriented culture”.

Some studies investigated organizational culture and market orientation to determine relationships. Deshpande and Farley (2004) investigated organizational culture, market orientation, innovativeness and firm performance. Homburg and Pflesser (2000) examined components of market-oriented organizational culture and they found that market-oriented culture had a significant impact on performance. Leisen, Lilly and Winsor (2002) investigated the effects of organizational culture and market orientation on effectiveness of strategic marketing alliances and they found that organizational culture had a significant effect on marketing effectiveness. Luk (1997) examined marketing culture and service quality and he found that marketing culture had a positive effect on service quality. Farrell (2005) studied the effect of market-oriented culture on sales-force behavior and attitudes and he found that market-oriented culture had an effect on role conflict, role ambiguity, organizational commitment and job satisfaction.

Webster (1990) developed marketing culture model as a type of organizational culture. Accordingly, marketing culture shows the degree of perception of shared values, norm, assumptions and attitudes with focusing on marketing activities in the organization (Webster, 1990; Webster, 1993). There are 6 factors which are listed as selling task, service quality, interpersonal relationships, organization, internal communication and innovativeness which explain Webster’s marketing culture model (Webster, 1990). Marketing culture renders employees more focused on their marketing activities (Webster, 1995:7). Although there are arguments about the concept of marketing culture, most of studies has showed that marketing culture model is related with organizational culture and it is a wider concept than being market-oriented organization type (Harris, 1998; Webster, 1995; Singh and Shanker, 2012; Zostautiene and Vaiciulenaite, 2010; Candan et al., 2012; Yildirim et al., 2016; Karyotakis and Moustakis, 2016).

Job satisfaction can be explained in many ways. Some researches has defined job satisfaction with feelings. Others have defined it with an attitude (Judge and Klinger, 2008). Job satisfaction expresses people’s feelings about their job and emotional responses to their jobs in general (Vroom, 1964; Schneider and Snyder, 1975; Hackman and Oldham, 1975; Locke, 1976; Cranny et al., 1992; Luthans, 1994). In addition to people’s feelings and emotions, there are attitudes and behaviors that explaining job satisfaction. Hulin and Judge (2003) determined that job satisfaction had three basic dimensions as cognitive, affective and behavioral.

Studies have showed that job satisfaction is an important issue for management. Because dissatisfaction in job causes mostly lower efficiency/ performance/ productivity (Petty et al., 1984; Iaffaldo and Muchinsky, 1985; Yousef, 2000; Judge et al., 2001), higher leave of employment/turnover (Porter et al., 1974; Mobley, 1977; Tett and Meyer, 1993; Dole and Schoeder, 2001; Lambert et al., 2001; Emoja, 2016).

Perception of job satisfaction can be changed according to individual and organizational factors. People’s demographics such as gender, marital status, age, education; psychological

variables as personality, values, cultural factors and social relationships are mostly related with personal factors and leadership style; promotion opportunities, wage, work conditions and organizational culture are mostly related with organizational factors(Akıncı,2002; Sypniewska,2013; Özyaydın and Özdemir,2014). The link between organizational culture and job satisfaction has been investigated by many researches that findings has proved that organizational culture type should be analyzed carefully to get organizational success in the long term(Belias and Koustelios,2014; Yıldırım et.al.,2016; Bin Shmailan,2016; Fatima,2016).

3. Research Methodology

To collect data, this study used survey method. Survey forms were distributed to banking employees who were selected by convenience sampling method in Istanbul, Turkey. 202 survey forms were conducted and they were analyzed with SmartPLS 2.0 and SPSS 21 programs.

Marketing Culture Scale: In this study, Webster's marketing culture model(1990) was used to measure marketing culture. According to Webster(1990), marketing culture can be measured by six factors : "service quality, interpersonal relationships, selling task, organization, internal communication and innovativeness". We adopted Webster's(1990) original scale and six factors were used with 34 variables(statements). Participants evaluated each variables(statements) via five likert scale((1:strongly disagree, 5:strongly agree). Marketing culture scale has been used and tested by many scholars that the reliability and validity of this scale has been proved(Appiah-Adu and Singh,1999; Appiah-Adu and Singh,2000; Karatepe et.al.,2005; Candan et.al.,2012; Al-Mohammad,2014; Yıldırım et.al.,2016). For example, Webster(1995) examined the relationship between marketing culture and marketing effectiveness. Karatepe, Avci and Tekinkus(2005) investigated marketing culture model in Turkey and they supported the model's coherency with the literature. Candan, Bilgili and Yıldırım(2012) investigated marketing culture model in SMEs in Turkey and they found that six factors of the model were consistent with the original marketing culture model. Singh and Shanker(2012) investigated Webster's marketing culture model in Indian Commercial Banks and they proved Webster's marketing culture model's reliability and validity. Al-Mohammad, Akroush and Odetallah(2014) investigated Webster's marketing culture model in restaurants in Jordan and they proved the validity and reliability of this model.

Job Satisfaction Scale: Job satisfaction was measured through Minnesota Satisfaction Questionnaire with two basic dimensions of "intrinsic and extrinsic". Minnesota Satisfaction Questionnaire(MSQ) is one the most useable scales(Hancer and George,2003; Buitendach and Rothmann,2009; Martins and Proença,2012; Köroglu,2012; Gok et.al.,2015; Singh and Slack,2016). This study used short version of MSQ because of its usefulness. There were 20 variables which measure job satisfaction of service employees. 12 variables of intrinsic factors and 8 variables of extrinsic factors were used in the survey form.

Participants evaluated each variables via five likert scale as same as marketing culture scale. In the survey, there were also some information on demographics as age, marital status, gender, education and length of service.

According to purpose of this study, the below hypotheses were tested:

- H₁: Service quality has a significant effect on intrinsic satisfaction*
- H₂: Interpersonal relationship has a significant effect on intrinsic satisfaction*
- H₃: Selling task has a significant effect on intrinsic satisfaction*
- H₄: Organization has a significant effect on intrinsic satisfaction*
- H₅: Internal communication has a significant effect on intrinsic satisfaction*
- H₆: Innovativeness has a significant effect on intrinsic satisfaction*
- H₇: Service quality has a significant effect on extrinsic satisfaction*

H₈: Interpersonal relationship has a significant effect on extrinsic satisfaction

H₉: Selling task has a significant effect on extrinsic satisfaction

H₁₀: Organization has a significant effect on extrinsic satisfaction

H₁₁: Internal communication has a significant effect on extrinsic satisfaction

H₁₂: Innovativeness has a significant effect on extrinsic satisfaction

3. Findings

As seen in table 1, most of participants worked for 1-5 years(%45) at the same job and they had a work experience for 1-5 years. 53 percent of participants were female and 47 percent of participants were male. Most of participants had an university degree(90 percent). 73 percent of participants did not have any managerial authority; 27 percent of participants were mid-level manager. Almost half of participants were married and most of them were aged between 26-35 years old.

Table 1: Demographics of Participants

As a result of confirmatory factor analysis, two variables of service quality dimension, one variable of selling task dimension, two variables of interpersonal relationship dimension were eliminated from marketing culture model. In the model of job satisfaction, four variables of intrinsic dimension were eliminated. We found that eliminated variables didn't affect the content validity of the research model. Conducted variables of the research model had factor loadings between 0,58-0.95 and almost all of them had higher value than 0,50 as factor loadings. In table 2, average variance values (AVE) of each factors were presented and it was seen that average variance values of each factors had higher value than threshold value as 0,50. The result of confirmatory factor analysis supported prior studies of marketing culture and job satisfaction which conducted six significant factors as "service quality, internal communication, organization, selling task, innovativeness and interpersonal relationship"(Webster,1995; Appiah-Adu and Singh,1999; Karatepe et.al.,2005; Yıldırım et.al.,2016). This study supported marketing culture model and we found that Webster's marketing culture model was an useful tool to determine organizational culture type in banking firms. For job satisfaction model, intrinsic factors and extrinsic factors were conducted by confirmatory factor analysis(as seen in table 2).

Table 2. Factor Loadings

Cronbach's Alpha values and Composite Reliability(CR) values were shown in table 3. These values supported that both of marketing culture scale and job satisfaction scale had high reliability in this study.

Table 3. The Reliability of Scales

According to regression analysis and path coefficient analysis(as seen in table 3), it was found that service quality(β : 0,15; $p < 0,05$), organization(β : 0,24; $p < 0,01$), selling task(β : 0,18; $p < 0,01$) and innovativeness(β : 0,30; $p < 0,01$) had a significant effect on extrinsic satisfaction that H_7 , H_{10} , H_9 and H_{12} were supported. On the other hand, no relationship was found

between internal communication, interpersonal relationship with extrinsic satisfaction that H_{11} and H_8 were rejected. In addition, it was determined that innovativeness (β : 0,44; $p < 0,01$) and interpersonal relationship (β : 0,15; $p < 0,01$) had a significant effect on intrinsic satisfaction that H_6 and H_2 were supported. Service quality, internal communication, organization and selling task did not have any effect on intrinsic satisfaction that H_1 , H_3 , H_4 and H_5 were rejected. The result of R square (R^2) showed that marketing culture model explained 50 percent of the variance of extrinsic satisfaction and 41 percent of the variance of intrinsic satisfaction (as seen in table 3). Accordingly, it can be said that marketing culture has a partially significant effect on job satisfaction.

Table 4. The Result of Path Coefficient Analysis

4. Conclusion and Discussion

This study investigated the effect of marketing culture on job satisfaction in banking firms in Turkey. In this study, it was found that marketing culture had a positive relationship with job satisfaction. This result supports that marketing culture is a specific organizational culture that it is a wider concept than market-oriented culture. Studies generally show that market-oriented culture has a negative relationship with job satisfaction of employees (Lund, 2003; Gull and Azam, 2012). Accordingly, it can be said that marketing culture model is different from market-oriented culture or market culture. Some studies have shown that marketing culture has a positive contribution for marketing effectiveness (Appiah-Adu and Singh, 1999; Singh and Shanker, 2012) and organizational outputs (Yıldırım et al., 2016). Studies have shown that communication system in the organization had an influence on job satisfaction (Robbert and Reilly, 1979; O'Reilly, 1980; Pincus, 1986; Pettit et al., 1997; Chang and Lee, 2007; Bigliardi et al., 2012). As expected, marketing culture has a significant effect on job satisfaction in banking firms.

There is a fair and fluent communication system in the marketing culture and marketing culture provide employees much more information about management and organization. Accordingly, it can be said that employees can be more satisfied in the organization through marketing culture. In addition, the path coefficient analysis showed that marketing culture had stronger effect on extrinsic job satisfaction. On the other hand, marketing culture has less significant effect on intrinsic satisfaction. Being an organizational factor, marketing culture has a stronger relationship with extrinsic satisfaction and has a stronger effect on extrinsic satisfaction. It can be suggested that marketing culture can improve extrinsic satisfaction in banking firms and banking organizations can manage their culture type to improve job satisfaction to get greater performance (Webster, 1995; Appiah-Adu and Singh, 1999; Singh and Shanker, 2012). With marketing culture, firms can get more participative management system (Webster, 1991; Lok and Crawford, 1999; Silverthorne, 2004; Yıldırım et al., 2016) that this can also provide more satisfied employees in the organization. Especially, organizational culture type should be more participative and supportive for employees (Sabri et al., 2011; Bigliardi et al., 2012; Vukonjanski and Nikolic, 2013; Belias and Koustelios, 2014; Gok et al., 2015; Yıldırım et al., 2016; Yusof et al., 2016) in service industry because service quality mostly depends on employees' performance.

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Table 1: Demographics of Participants

Demographics		Frequency	% Percent
Gender	Male	96	47,5
	Female	106	52,5
Education	Highschool	6	2,0
	University	182	90,0
	Master	14	5,0
Age	25 and lower	50	25,0
	26-35	118	58,0
	36-45	32	7,0
	46-55	2	1,0
Marital status	Married	102	50,5
	Single	100	49,5
Position	Employees	147	72,7
	Mid-level manager	55	27,2
Experience of job at the same business	1 year and less	44	21,7
	1-5 years	112	55,4
	6-10 years	46	22,0
	11 years and more	24	12,0
Total experience of job	1 and less	23	11,0
	1-5 years	64	32,0
	6-10 years	58	29,0
	11 years and more	55	28,0
Total		202	100,0

Table 2. Factor Loadings

	(SQ) Service Quality	(IC) Internal Communication	(O) Organization	(ST) Selling Task	(I) Innovativeness	(IR) Inter. Relationship	(IS) Intrinsic Satisfaction	(ES) Extrinsic Satisfaction
Q1	0,695574							
Q2	0,752906							
Q3	0,732049							
Q4	0,748932							
Q7	0,647513							
Q8	0,687756							
Q9						0,812070		
Q10						0,702113		
Q11						0,893821		
Q12						0,849374		
Q14				0,656085				
Q15				0,734746				
Q16				0,762127				

Q17		0,755238	
Q18		0,757796	
Q19		0,755430	
Q21	0,736565		
Q22	0,795975		
Q23	0,569315		
Q24	0,776876		
Q25	0,766516		
Q26	0,660007		
Q27	0,767554		
Q30	0,778852		
Q31	0,820494		
Q32		0,803390	
Q33		0,862859	
Q34		0,870982	
Q36			0,653662
Q38			0,640369
Q41			0,827501
Q42			0,761993
Q43			0,763405
Q44			0,775192
Q45			0,695209
Q46			0,553671
Q47			0,858199
Q48			0,825534
Q49			0,807769
Q50			0,725692
Q51			0,678284
Q52			0,818206
Q53			0,529303
Q54			0,743709

Table 3. The Reliability of Scales

	AVE	Composite Reliability (CR)	R Square	Cronbach's Alpha	Communality	Redundancy
Extrinsic satisfaction	0,57	0,91	0,50	0,89	0,569991	0,080072
Intrinsic satisfaction	0,51	0,89	0,41	0,86	0,509539	0,035311
Service Quality	0,51	0,86		0,80	0,506628	
Internal communication	0,58	0,84		0,76	0,576142	
Organization	0,54	0,85		0,79	0,538261	
Selling task	0,54	0,88		0,83	0,544408	
Innovativeness	0,72	0,88		0,80	0,716191	
Interpersonal relationship	0,67	0,89		0,83	0,668193	

Table 4. The Result of Path Coefficient Analysis

	ES	SQ	IC	IS	O	ST	I	IR
Extrinsic satisfaction(ES)	-	-	-	-	-	-	-	-
Service Quality(SQ)	0,150401*	-	-	0,091297	-	-	-	-
Internal Communication(IC)	-0,105670	-	-	-0,095127	-	-	-	-
Intrinsic Satisfaction(IS)	-	-	-	-	-	-	-	-
Organization(O)	0,235949**	-	-	0,094385	-	-	-	-
Selling task(ST)	0,181097**	-	-	0,047955	-	-	-	-
Innovativeness(I)	0,302412**	-	-	0,442771**	-	-	-	-
Interpersonal Relationship(IR)	0,070397	-	-	0,154009**	-	-	-	-