The relationship between marketing culture and organizational commitment
An empirical study in Turkey

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Abstract

Purpose – The purpose of this paper is to find out whether there was a significant relationship between marketing culture and organizational commitment. In addition, relations between dimensions or marketing culture and dimensions of organizational commitment were investigated. Prior studies have shown that there were significant relationships between organizational culture and organizational commitment. Accordingly it is that there is a significant relationship between marketing culture and organizational commitment.

Design/methodology/approach – This research collected data via survey method in Istanbul, Turkey. The survey forms were implemented to employees who were selected by convenience sampling method from one private bank's agencies and 318 employees participated to the survey implementation.

Findings – With the help of canonical correlation analyze, it was found out that there was a significant relationship between marketing culture and organizational commitment. Accordingly the main hypothesis was supported. Also relations between dimensions of marketing culture and dimensions of organizational commitment were concluded through their canonical loadings.

Research limitations/implications – This study used two main scales from the literature to determine marketing culture and organizational commitment. For marketing culture, Webster's (1990) marketing culture scale was preferred to determine marketing culture of employees. Organizational commitment was evaluated in three basic dimensions as affective commitment, continuance commitment and normative commitment according to Meyer and Allen's (1997) scale. For future studies, different types of scales can be used differently in another service sector or business. The results can give some useful information essentially for managers from banking sector.

Originality/value – This study has an important originality as being the first one that investigates the relationship between marketing culture and organizational culture in a related literature. So it is thought to show significant relations between marketing culture's factors and organizational commitment's factors.

Keywords Organizational commitment, Banking sector, Marketing culture

Paper type Research paper

1. Introduction

Every organization has its own culture and sub-culture (Morgan, 1998) that organizational culture is also influenced both by external and internal cultural factors (Schein, 1996). Accordingly, organizational culture is consisted of shared values, attitudes, interaction, norms with a culture by employees in an organization (Callahan

and Fleenor, 1988). Scholars have investigated organizational culture with some main organizational issues such as performance, job satisfaction, organizational commitment, motivation, leadership and effectiveness that mostly it was determined that organizational culture had a significant effect and relationship with these main organizational issues (Wiener and Vardi, 1990; O'Reilly *et al.*, 1991; Bass and Avolio, 1993; Moon, 2000; Kim, 2002; Lau *et al.*, 2002; Yoon and Suh, 2003; Lund, 2003; Silverthorne, 2004; Manetje and Martins, 2009; Yiing and Ahmad, 2009; Zheng *et al.*, 2010; Jo and Joo, 2011). Based on organizational culture's effect on management strategies, types of organizational culture has been an important topic for managers and business management. Deshpande and Webster (1989) determined that marketing was not a separate issue from business management so organizational structure and organization type also were effected on marketing concept. The close relationship between marketing and organizational culture was investigated in some studies and as a result most of these studies, organizational culture was found as a concept that needed marketing culture (Deshpande and Webster, 1989; Deshpande *et al.*, 1993; Webster, 1990; Deshpande and Farley, 2004). At this point, marketing culture concept was developed by Webster's (1990) works that useful scale of marketing culture was also developed for service business. According to Webster (1990), marketing culture was sub-part of corporate culture that it should be shared and perceived by every employees in an organization. Being a new topic, marketing culture model, partially Webster's marketing culture model can be investigated for various service business and it can be analyzed with different organizational issues. In this context, it was investigated whether there was a significant relationship between marketing culture and organizational commitment in a private bank business in Turkey. However, there are some useful studies that investigating the relationship between organizational culture and organizational commitment (Odom *et al.*, 1990; Lok and Crawford, 1999; Lau *et al.*, 2002; Silverthorne, 2004; Manetje and Martins, 2009; Yiing and Ahmad, 2009; Gülova and Demirsoy, 2012), the direct relationship between marketing culture and organizational commitment is not explained clearly or investigated. So it is thought to contribute-related literature and provide useful information for the future studies.

2. Review of literature

Organizational culture shows how employees perceive the environment and it shows also employees' shared values and usual assumptions in the organization (Schein, 1996, p. 236). Accordingly, the importance of organizational culture in the marketing functions and also its effects on marketing performance should be in every type of commercial organization (Deshpande and Webster, 1989). Most studies showed that being market oriented and customer oriented were one part of organizational culture that marketing culture could be seen as a real indicator for being market and customer orientation in the organization (Yoon and Lee, 2005). Marketing culture which is a part of corporate culture, includes some values and norms (Webster, 1993) to provide great adaptation of modern marketing approach to employees. Both of dominant norms, values or factor in a corporate culture are also bring marketing culture for the organization (Zostautiene and Vaiciulenaite, 2010). Webster (1995, p. 7) determined that marketing culture provide a great focus on marketing activities to employees. According to Webster (1990), there are six dimensions as selling task, service quality, interpersonal relationships, organization, internal communication and innovativeness to determine marketing culture. These dimensions have a basic role in having successful customer relationship (Musiime *et al.*, 2009, p. 617). With Webster's

suggestion for marketing culture model, it can be determined what kinds of marketing culture that organizations have or it can be seen marketing culture level in the organization (Appiah-Adu and Singh, 1999). Marketing culture scale has been used in various service sector and it was found as reliable and valid scale to determine marketing culture of the business. Webster (1995) investigated the relationship between marketing culture and marketing effectiveness in service sector and she found out that there was a significant relationship between marketing culture and marketing effectiveness. Appiah-Adu and Singh (1999) determined that marketing culture was related with performance of service firms in UK. Also they had coherent results with Webster's (1990) study that marketing culture had a positive relationship with profitability of the business. Appiah-Adu and Singh (2000) used Webster's (1990) marketing culture scale in tourism sector in UK and they found out that there was a significant relationship between marketing culture and customer retention. So this result was found as coherent with the assumption of being market-oriented brought firms high profitability and high business performance (Olavarrieta and Friedmann, 1999; Homburg and Pflesser, 2000). Karatepe *et al.* (2005) used Webster's marketing culture model to determine frontline employees perception of marketing culture in Turkish hotels and they found out that there were significant relationships between six dimensions and marketing culture. So they investigated Webster's marketing model and its dimensions to see model's coherency with marketing culture. Candan *et al.* (2012) used this scale for determining marketing culture of small-sized business in Turkey. They also analyzed the marketing culture model and most of variables of the scale was found as coherent with the model as a result of confirmatory factor analysis.

Organizational culture are mostly related with organizational commitment that it can be easily thought, marketing culture will influence employees' commitment degree in the service business in the long term. So managers should determine degree of organizational commitment with organizational culture to decide what kinds of organizational structure or culture mostly influence employees' behaviors and performances in the organization. In this point, organizational commitment is a focus topic that it is generally accepted that organizational commitment has significant relationships between organization's every kinds of behaviors or performances (Mathieu and Zajac, 1990; Meyer and Allen, 1991; Mowday *et al.*, 1982; O'Reilly and Chatman, 1986). Having market-oriented culture which can be determined as marketing culture, needs to have organizational commitment in the business that every employees should get organizational values and goals as managers expected, then managers can develop the organizations with new skills, learning and new resources (Narver *et al.*, 1998). For sustainable success and survival, businesses should make their employees commitment (Savery and Syme, 1996). Organizational commitment is a psychological commitment that essentially commitment expresses the feelings, values and loyalty for the organization (O'Reilly, 1989). Porter *et al.* (1974) determined that there are three basic assumptions for organizational commitment as (Angel and Perry, 1981, p. 2): employee has a strong belief in organizational goals and he/she has an acceptance; employee makes an effort to contribute organization voluntarily; and employee is disposed to be a part of organization. Accordingly, organizational commitment can be defined as a significant feeling which appears during employee creates a rapport with the organization (Steers, 1977).

Literature presents many kinds of classifications for organizational commitment. Meyer and Allen (1984) determined one organizational commitment model with three dimensions as affective, continuance and normative. O'Reilly and Chatman (1986) suggested multidimensional model which included compliance, identification and

internalization. Angel and Perry (1981) explained organizational commitment with the model of value and continuance. Jaros *et al.* (1993) suggested a model with three commitment types as affective, moral and continuance. Affective commitment determines the emotional connection of employees with the organization (Meyer and Allen, 1997) and it is related with the willingness to be a part of the organization and acceptance of organization's goals and values (Somers, 1995). Also affective commitment shows that employees effort to achieve organization's goals voluntarily (Mowday *et al.*, 1982). Continuance commitment is much more rational than others that it represents the awareness about the facts when one leaves the organization and employees know what kinds of costs they will meet at that time (Chen and Francesco, 2003, p. 491). Normative commitment was developed from Wiener's (1982) study by Meyer and Allen (1984) that it is related with moral values of employees. Normative commitment can be seen when employees work morally (Wiener, 1982) that taking a part in the organization is seems ethic and right for employees in the long term (Allen and Meyer, 1990).

Most of researches has showed that organizational culture and organizational commitment are related together and organizational culture influences organizational commitment positively. Lok and Crawford (1999) found out a significant relationship between organizational culture with organizational commitment. Silverthorne (2004) determined that organizational culture had a significant effect on job satisfaction and organizational commitment in Taiwan. Yiing and Ahmad (2009) found out some evidence for relationship between organizational culture and organizational commitment in Malaysia. Demir and Öztürk (2011) investigated the effect of organizational culture on organizational commitment and they found out that organizational culture effected organizational commitment positively. Gülova and Demirsoy (2012) found out that there was a positive relationship between organizational culture and organizational commitment in service sector. Kök and Özcan (2012) studied on factors that effected on organizational culture and the relationship between organizational commitment in a banking sector and so they found out that strong organizational culture made employees' commitment higher. Akyürek *et al.* (2013) investigated the effect of organizational culture and sub-culture on organizational commitment in health service sector. They determined that supportive organizational culture made employees' commitment higher significantly. Çavuş and Gürdoğan (2008) studied the relationship between organizational culture and organizational commitment in hotel business. They determined significant but also weak relationship between dimensions of organizational culture (socialization/organizational structure, symbols/heredity/prize, and tolerance/justice/employee choosing) and organizational commitment. In addition, some studies has showed that market-oriented culture was related with organizational commitment in the organization. Acar (2013) studied on different organizational culture types, organizational commitment and leadership styles. He found out that some organizational culture types had a positive effect on some dimensions of organizational commitment and also he determined that market-oriented culture had a significant effect on continuance commitment.

3. Methods and materials
Scholars investigated organizational commitment with some different factors such as performance, job satisfaction, organizational culture, organization climate, etc. and almost all of studies has shown that organizational commitment is mostly related with organizational culture, organizational performance, organizational productivity, internal marketing activities and job satisfaction. In this study, it was purposed to

found out whether there were significant relationships between marketing culture and organizational commitment. However, there are some useful studies that investigating the relationship between organizational culture and organizational commitment (Odom *et al.*, 1990; Lok and Crawford, 1999; Silverthorne, 2004; Manetje and Martins, 2009; Yiing and Ahmad, 2009; Gülova and Demirsoy, 2012), the direct relationship between marketing culture and organizational commitment is not explained clearly or investigated. So it is thought to contribute-related literature and provide useful information for the future studies.

3.1 Sample and data collection
The survey forms were implemented to employees who were selected by convenience sampling method from one private bank's agencies in Istanbul, Turkey. The convenience sampling method was preferred to select samples because of some financial and time limits. In total, 318 employees participated to our survey implementation and the data from these employees was analyzed and concluded.

3.2 Measures
This study used two main scales from the literature to determine marketing culture and organizational commitment. For marketing culture, Webster's (1990) marketing culture scale was preferred to determine marketing culture of employees. Webster (1990) developed useful scale to determine marketing culture and tested this scale for service firms. Webster's (1990) scale has six basic dimensions and 34 variables that we adapted original version of this scale. All of 34 variables (statements) were evaluated by participants via five Likert scale (1: strongly disagree, 5: strongly agree). These dimensions were called as "service quality, interpersonal relationships, selling task, organization, internal communication and innovativeness" that we used all of them in this study. There were seven items for service quality, five items for interpersonal relationships, six items for selling task, five items for organization, six items for internal communication and three items for innovations in the survey. Organizational commitment was evaluated in three basic dimensions as "affective commitment, continuance commitment and normative commitment" according to Meyer and Allen's (1997) scale. We used 18-items organizational commitment scale and participants evaluated every items (statements) via five Likert scale (1: strongly disagree, 5: strongly agree). This scale was found to be valid measurement to determine organizational commitment by Meyer and Allen (1997) that most of researches preferred this scale for analyzing organizational commitment. With this scale, the attitudinal dimension and behavioral dimension of organizational commitment can be determined (Manetje and Martins, 2009). We adapted six items for affective commitment, six items for continuance commitment and six items for normative commitment for the survey. Lastly, some demographics as age, marital status, gender, education and length of service were asked to participants in survey form.

According to purpose the below hypothesis will be tested:

H1. There is a significant relationship between marketing culture and organizational commitment.

4. Analyses and results
Participants were selected from various private businesses from Istanbul, Turkey. We paid attention to select employees from marketing departments of the business to

determine marketing culture better. Participants were separated into four groups as length of service period in the business. Most of participants worked for one to five years (45 percent). In total, 13 percent of them were just new employees that they worked at the business for one year and less. In Table I, the demographic characteristics of participants were presented. Most of participants were male (59.7 percent) and single (61 percent) employees and most of them were aged between 26 and 35 years old (43.4 percent). Also most of participants had an university degree (61.0 percent).

The reliability of scales were evaluated by Cronbach's α test and results showed that both of two scales had enough reliable value in Cronbach's α to keep statistical analyses. Table II showed Cronbach's α values for scales below. The Cronbach's α value of marketing culture was found as 0.965 and value for organizational commitment was found as 0.869 that both of two values expressed high reliability for this study.

We used factor analysis to determine the coherence of variables for marketing culture model and organizational commitment model in this study. As a result of factor analysis, almost all of variables had enough factor loadings to be included in marketing culture model. 24 variables were determined under six basic factors. Prior studies generally found significant six factors for Webster's marketing culture model so

Variables		Frequency	Percent
Age	25 years old and lower	74	23.3
	26-35	138	43.4
	36-45	92	28.9
	46-55	14	4.4
Gender	Female	128	40.3
	Male	190	59.7
Marital status	Single	194	61.0
	Married	124	39.0
Education	Elementary	12	3.8
	High school	94	29.8
	University	194	61.0
	Master	18	5.7
Total		318	100.0

Table I.
Demographics of participants

Scales	Cronbach's α	No. of items
Marketing culture	0.965	34
Service quality	0.890	8
Interpersonal relationships	0.864	5
Selling tasks	0.865	7
Organization	0.873	5
Internal communication	0.818	6
Innovativeness	0.814	3
Organizational commitment	0.869	18
Affective	0.728	6
Continuance	0.719	6
Normative	0.800	6

Table II.
The results of Cronbach's α

this result was coherent with prior studies. Total variance was found as 78.401 and KMO-Barlett test result had a high reliability (Kaise-Meyer-Olkin measure of sampling adequacy: 0.904; approx. χ^2: 8.420E3; df: 465; sig. 0.000). For organizational commitment scale, there were three factors that found as a result of factor analysis. KMO-Barlett test result had a high reliability (Kaise-Meyer-Olkin measure of sampling adequacy: 0.819; approx. χ^2: 1.386E3; df: 153; sig. 0.000) and total variance which was found as 62.380 showed that this factors could express the organizational commitment model. In total, 13 variables were determined under three factors for organizational commitment scale and we kept on canonical correlation analysis with these factors (Table III).

Canonical correlation analysis was preferred to determine the multiple relationships between dimension of marketing culture and organizational commitment. With canonical correlation analysis, it was purposed to determine the relationships between every dimensions of marketing culture and dimensions of organizational commitment. So the significant effects could be determined better with this analysis.

As shown in Table IV, although there are three functions for canonical correlation, there is only one function that the correlation parameter is significant for marketing culture and organizational commitment data sets. The canonical correlation parameter for the variables of marketing culture data set and organizational commitment data set in the first function's canonical correlation coefficient was found as 0.837 ($p = 0.000$) and we found significant χ^2 value (399.403) that this function used to express relationships between marketing culture and organizational commitment.

Dimensions of marketing culture were included in set-1 and dimensions of organizational commitment were included in set-2. We found out that there were significant relationships between dimensions of marketing culture and dimensions of organizational commitment as seen in Table V. The highest correlation was found between organization and affective commitment and the lowest correlation was found between selling tasks and continuance commitment. The correlation between variables of set-1 and affective commitment was found as very high. On the other side, the correlation between variables of set-1 and continuance commitment was found as lower than other commitment dimensions. In addition, internal communication had a stronger relationship with continuance commitment and normative commitment.

According to Table VI, it can be seen that dimensions of marketing culture values have a significant relationship between dimensions of organizational commitment. In other words, dimensions of marketing culture as "selling task, service quality, organization, internal relationships and internal communication" are effected on organizational commitment. Moreover, organization (0.932) can be considered as the most dominant factor among marketing culture. Then service quality (0.845), interpersonal relationships (0.804), selling task (0.752), internal communication (0.884) and innovativeness (0.782) are have high value that they have all high importance for marketing culture model. In addition, it can be seen that every dimensions of marketing culture have a positive relation with dimensions of organizational commitment. For dependent variables, it can be seen that the highest value is belonged to affective commitment (0.982) and then normative commitment (0.662).

Continuance commitment has the lowest canonical loading (0.476) that it can be said that continuance commitment has lower effect in organizational commitment model. These results were coherent with correlation results. The highest correlation was belonged to the relationship between set-1 and affective commitment. On the other side, the lowest correlation was belonged to the relationship between set-1 and continuance

	SQ	IR	ST	O	IC	I	AC	CC	NC
				Factor loadings					
Marketing culture									
The firm specifically defines what exceptional service is	0.839								
Top management is committed to providing exceptional service	0.740								
Employees believe that their behavior reflects the firm's image	0.561								
Employees meet the firm's expectations	0.490								
The firm is considerate about employees' feelings		0.447							
Employees are treated as an important part of the firm		0.665							
Employees feel comfortable in giving opinions to top management		0.762							
Managers have an open-door policy		0.794							
Management interact with frontline employees		0.551							
The firm gives recognition to high achievers in selling			0.519						
Employees enjoy pursuing new accounts			0.655						
The firm rewards employees better than its competitors with incentives to sell			0.602						
Employees pursue new business aggressively			0.703						
Each employee is well organized				0.684					
Careful planning is a characteristic of every employee's daily routine				0.657					
Employees prioritize their work				0.639					
Employees' work area is well organized				0.484					
Each employee manages time well				0.684					
Each employee understands the mission and general objectives of the firm					0.655				
Management share financial information with all employees					0.799				
Frontline staff are encouraged to become involved in standard-setting					0.664				
The firm focusses efforts on training and motivating employees					0.498				
All employees are receptive to ideas for change						0.418			
The firm keeps up with technological advances						0.486			

Table III.
Factor analysis
results

	SQ	IR	ST	O	IC	I	AC	CC	NC
					Factor loadings				
Organizational commitment									
I feel happy to keep my career in this organization							0.799		
I feel every problems about the organization as my problems							0.624		
I like to talk about the organization outside people							0.561		
As well as adaptation in this organization, I can easily get adaptation in another one							0.526		
I feel a part of one family in the organization							0.814		
I am not afraid of what might happen if I quit my job without having another one lined up								0.625	
It would be very hard for me to leave my organization right now, even if I wanted to								0.794	
It would not be too costly for me to leave my organization now								0.766	
Right now, staying with my organization is a matter of necessity as much as desire								0.411	
I feel that I have very few options to consider leaving this organization								0.537	
Although it is better for me, I do not feel leaving the organization is a right thing to do now									0.495
I feel guilty when I leave the organization									0.743
I do not leave the organization now because I feel responsibility to people from here									0.686

Notes: Total explained variance for marketing culture 78,401 percent; total explained variance for organizational commitment 62,380 percent

Table III.

commitment. Although canonical loadings are so high and canonical correlation results are found as high, we should look at the redundancy index to understand the power of variance explanation (Yıldırım, 2013). The redundancy index of marketing culture set was found as 0.698 that this value was enough to say that the canonical correlations were significant. In other words, set of marketing culture cluster can explain almost 70 percent (total variance) of the set of organizational commitment cluster. In summary, according to correlation relationships, it can be said that service employees who perceive high marketing culture and adapt themselves into marketing culture, also have higher commitment to the organization.

The results of this paper was found as coherent with prior studies that it can be said that some factors in marketing culture was also influence employees' organizational commitment like as organizational culture. Lok and Crawford (1999) found out a strong

Canonical function	Canonical correlation coefficient (Rc)	Canonical root	Wilk's λ	χ^2	df	p (Sig.)	
1	*0.837*	*0.700*	*0.278*	*399.403*	*18*	*0.000*	**Table IV.** The results of canonical correlations analysis
2	0.245	0.021	0.928	23.315	10	0.190	
3	0.113	0.012	0.987	4.041	4	0.401	

Set-1	Y1: affective commitment	Set-2 Y2: continuance commitment	Y3: normative commitment	
X1: service quality	0.6970	0.3247	0.4521	
X2: internal relationships	0.6606	0.3195	0.4171	**Table V.** The correlation between marketing culture (set-1) and organizational commitment (set-2)
X3: selling tasks	0.6162	0.3035	0.3879	
X4: organization	0.7697	0.3524	0.5216	
X5: internal communication	0.6334	0.3893	0.5345	
X6: innovativeness	0.6334	0.3487	0.3623	

Independent variables set-1-marketing culture		Dependent variables set-2- organizational commitment		
Variables	Canonical loadings	Variables	Canonical loadings	
Service quality	0.845	Affective commitment	0.982	
Internal relationships	0.804	Continuance commitment	0.476	
Selling tasks	0.752	Normative commitment	0.662	**Table VI.** Canonical loadings of marketing culture (set-1) and organizational commitment (set-2)
Organization	0.932	Proportion of variance of set-1 explained by its own can.		
Internal communication	0.884	var. prop var redundancy index: CV1-1: 0.698		
Innovativeness	0.782			

relationship between organizational culture and organizational commitment and also Nongo and Ikyanyon (2012) found out that employees' involvement had a positive relationship with organizational commitment. In this point, this paper had similar results that it was determined that participative management approach and internal communication had a positive relationship between organizational commitment. Ghorbanhosseini (2013) found out that organizational development had a positive effect on organizational commitment. This paper found out that factor as an innovativeness from marketing culture had a positive relationship with organizational commitment. Neelam *et al.* (2015) determined the relationship between organizational culture with organizational commitment and they found out that higher supportive management and participative management approach (participate in decision making), provided higher affective commitment. In this paper, it was found out that participative management approach in organizational structure as marketing culture provided higher affective commitment. In addition, this paper found out that there was a strong and positive relationship between marketing culture and organizational commitment that this result was coherent with recent studies in Turkey (Demir and Öztürk, 2011; Gülova and Demirsoy, 2012; Kök and Özcan, 2012; Akyürek *et al.*, 2013; Çavuş and Gürdoğan, 2008; Acar, 2013).

5. Conclusion

This study investigated whether there was a significant relationship between marketing culture and organizational commitment. A pilot study was implemented to service sector employees in Istanbul, Turkey. With the help of Webster's (1993) marketing culture model and the organizational commitment model of Allen and Meyer's (1997), the survey was completed and then 318 employees participated to our survey implementation. Most of participants were aged between 26 and 35 and they were single males. Also most of participants had an university degree. Both of results of Cronbach's α test and KMO-Barlett test showed that the scales in the survey had a high reliability. Factor analysis used to determine significant variables under marketing culture model and organizational commitment model. So we got six factors as service quality, selling tasks, internal relationships, innovativeness and internal communication with 24 variables for marketing culture model. There was three factors as affective, normative and continuance with 13 variables for organizational commitment model. The main hypothesis was tested via canonical correlation analyze and as a result of canonical correlation *H1* was supported; accordingly, it was found out that there was a significant relationship between marketing culture and organizational commitment. According to canonical correlation results, it was seen that all of marketing culture dimensions had high canonical loadings and they had positive relationships between dimensions of organizational commitment. Affective commitment has the highest one that is influenced by marketing culture. Especially, the dimension of organizational commitment which includes organizational structure that makes employees' working conditions better effects affective commitment positively in the organization. Marketing culture provides much more participative management in the organization and provides a great coordination between organization's goals and employees. When employees take a part in strategic decisions or plans in the organization, they will get more loyal to the organization. Also employees are feel more responsible and they try to solve organization's problems voluntarily in market-oriented culture. It can be said that marketing culture effect organizational commitment positively. It is thought that this study will

contribute-related literature and can help future studies. Although the result of this paper cannot be generalized, it can be guide for other studies. As being a sample study for service sector, it can be suggested to private service businesses to adapt market-oriented culture and integrate this culture to employees. With market-oriented culture and high organizational commitment, organizations can get sustainable success in the long term. When there are new implementations and new plans in the business, managers should transfer every kinds of information about new things about a business to every employees. Because employees want to take a part in managerial decisions and they want to be feel a member of family in a business to be stay for a long time during their career. Managers can share some useful information about managerial decisions with employees and they can use feedback from employees for new strategies.

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