

Exploring the impact of marketing culture on job satisfaction

Evidence from the Turkish banking sector

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Abstract

Purpose – The literature has shown that organizational culture influences job satisfaction in various industries such as tourism, banking and retail. As a result, investigating the impact of culture and organizational structure is a topic of growing interest. In this context, the purpose of this paper is to examine whether marketing culture has a positive effect on job satisfaction in banking firms.

Design/methodology/approach – This study employed a survey methodology. Surveys were conducted in Istanbul, Turkey, with service industry employees of private banks and insurance companies. To measure the marketing culture, Webster's (1990) marketing culture model with 34 items was adopted. Six basic dimensions of "service quality, interpersonal relationships, selling task, organization, internal communication and innovativeness" were measured using the survey instrument. Job satisfaction was measured using the 20-item Minnesota Satisfaction Questionnaire on the following two dimensions: intrinsic satisfaction and extrinsic satisfaction. The data were analyzed with SmartPLS 2.0 and SPSS 21 programs.

Findings – It was found that marketing culture had a significant and positive effect on job satisfaction. In particular, the marketing culture factors had a greater effect on extrinsic satisfaction in banking firms. In this regard, service quality, organization, selling task and innovativeness had a positive effect on extrinsic satisfaction.

Originality/value – This study supports the argument that the concept of marketing culture is different from the market-oriented culture type. In addition, this study shows that marketing culture has a positive effect on job satisfaction in banking firms.

Keywords Job satisfaction, Organizational culture, Banking sector, Marketing culture

Paper type Research paper

1. Introduction

For the service industry, employees are one of the most important components of the marketing mix, and service quality is mostly evaluated via the attitudes of employees in the organization (Parasuraman *et al.*, 1985; Zeithaml *et al.*, 1996; Aydin and Yildirim, 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 and effectiveness (Schein, 1996; 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;



Yildirim *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 affect job satisfaction negatively and others can affect job satisfaction positively. For example, Sabri *et al.* (2011) investigated the impact of organizational culture on job satisfaction in Pakistan and found that a supportive management culture affected job satisfaction positively. Bigliardi *et al.* (2012) investigated the impact of organizational culture on job satisfaction in the pharmaceutical industry. They found that a bureaucratic organizational culture had a negative effect on job satisfaction and a supportive organizational culture had a positive effect on job satisfaction. Belias and Koustelios (2014) found a significant relationship between organizational culture and job satisfaction. Yusof *et al.* (2016) studied organizational culture and employee motivation in the private sector and found that supportive culture had a positive effect on employee motivation. Al-Mohammad *et al.* (2014) investigated Webster's marketing culture model and determined that marketing culture had a positive effect on an organization's performance. Yıldırım *et al.* (2016) studied the relationship between marketing culture and organizational commitment and found that marketing culture increased the commitment of employees. This paper aims to contribute to the related literature by explaining the impact of marketing culture on job satisfaction in the banking sector.

2. Literature review

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

Some scholars share the idea that the main function of organizational culture is to teach employees the rules, norms, values and working types of the organization (Deal and Kennedy, 1982; Reichers and Schneider, 1990; Brown, 1998). Organizational culture can be classified into many types. Most research has classified organizational culture as strong organizational culture and weak organizational culture (Ouchi, 1981; Deal and Kennedy, 1982; Hofstede *et al.*, 1990). In addition, Cameron and Quinn (1999) have classified organizational culture in terms of "clan oriented, adhocracy oriented, market oriented and hierarchy oriented culture."

Some studies have investigated organizational culture and market orientation to determine the relationships between them. Deshpande and Farley (2004) investigated organizational culture, market orientation, innovativeness and firm performance. Homburg and Pflesser (2000) examined the components of market-oriented organizational culture and found that market-oriented culture had a significant impact on performance. Leisen *et al.* (2002) investigated the effects of organizational culture and market orientation on the effectiveness of strategic marketing alliances and found that organizational culture had a significant effect on marketing effectiveness. Luk (1997) examined marketing culture and service quality and 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 found that market-oriented culture had an effect on role conflict, role ambiguity, organizational commitment and job satisfaction.

Webster (1990) developed the marketing culture model as a type of organizational culture. Accordingly, marketing culture shows the degree of perception of shared values, norms, assumptions and attitudes with focus on marketing activities in the organization (Webster, 1990, 1993). There are six factors that explain Webster's (1990) marketing

culture model: selling task, service quality, interpersonal relationships, organization, internal communication and innovativeness. Marketing culture renders employees more focused on their marketing activities (Webster, 1995, p. 7). Although there are arguments about the concept of marketing culture, most of the studies show that the marketing culture model is related to organizational culture and it is a wider concept than 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 research studies have defined job satisfaction by associating it with feelings. Others have defined it as being associated with 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 explain job satisfaction. Hulin and Judge (2003) determined that job satisfaction has three basic dimensions: cognitive, affective and behavioral.

Studies have shown that job satisfaction is an important issue for management because dissatisfaction with one's job leads to lower efficiency, lower performance/productivity (Petty *et al.*, 1984; Iaffaldano and Muchinsky, 1985; Yousef, 2000; Judge *et al.*, 2001) and higher employee turnover (Porter *et al.*, 1974; Mobley, 1977; Tett and Meyer, 1993; Dole and Schroeder, 2001; Lambert *et al.*, 2001; Emoja, 2016).

The perception of job satisfaction can be changed according to individual and organizational factors. People's demographics such as gender, marital status, age and education and psychological variables such as personality, values, cultural factors and social relationships are mostly related to personal factors and leadership style; promotion opportunities, wage, work conditions and organizational culture are mostly related to organizational factors (Akıncı, 2002; Sypniewska, 2013; Özaydın and Özdemir, 2014). The link between organizational culture and job satisfaction has been investigated by many studies whose findings have proved that organizational culture type should be analyzed carefully for long-term organizational success (Belias and Koustelios, 2014; Yildirim *et al.*, 2016; Bin Shmailan, 2016; Fatima, 2016).

3. Research methodology

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

Marketing culture scale

In this study, Webster's (1990) marketing culture model was used to measure the marketing culture. According to Webster (1990), marketing culture can be measured on the basis of 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 variable (statements) via a five-point Likert scale (1: strongly disagree to 5: strongly agree). The marketing culture scale has been used and tested by many scholars and hence the reliability and validity of this scale has been proved (Appiah-Adu and Singh, 1999, 2000; Karatepe *et al.*, 2005; Candan *et al.*, 2012; Al-Mohammad *et al.*, 2014; Yildirim *et al.*, 2016). For example, Webster (1995) examined the relationship between marketing culture and marketing effectiveness. Karatepe *et al.* (2005) investigated the marketing culture model in Turkey and supported the model's coherency with the literature. Candan *et al.* (2012)

investigated the marketing culture model in SMEs in Turkey and 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 proved its reliability and validity. Al-Mohammad *et al.* (2014) investigated Webster's marketing culture model in restaurants in Jordan and proved the validity and reliability of this model.

Job satisfaction scale

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

Participants evaluated each variable via a five-point Likert scale as in the case of the marketing culture scale. The survey also included some information on demographics, such as age, marital status, gender, education and length of service.

In line with the purpose of this study, the following 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.

4. Findings

As seen in Table I, most participants worked for one to five years (45 percent) at the same job and had a work experience of one to five years. In total, 53 percent of participants were female and 47 percent were male. Most participants had a university degree (90 percent). Participants without any managerial authority comprised 73 percent of the survey sample; 27 percent of participants were mid-level managers. Almost half of the participants were married and most of them were aged between 26 and 35 years.

As a result of the confirmatory factor analysis, two variables of the service quality dimension, one variable of the selling task dimension, and two variables of the interpersonal relationship dimension were eliminated from the marketing culture model. In the job satisfaction model, four variables of intrinsic dimension were eliminated. We found that the eliminated variables did not affect the content validity of the research model. The analyzed variables of the research model had factor loadings between

Table I.
Demographics of
participants

Demographics		Frequency	%
Gender	Male	96	47.5
	Female	106	52.5
Education	High school	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 or less	44	21.7
	1-5 years	112	55.4
	6-10 years	46	22.0
	11 years or more	24	12.0
Total experience of job	1 or less	23	11.0
	1-5 years	64	32.0
	6-10 years	58	29.0
	11 years or more	55	28.0
Total		202	100.0

0.58 and 0.95, and almost all of them had higher values than 0.50 as factor loadings. In Table II, the average variance values of each factor are presented and it can be seen that these values are higher than the threshold value of 0.50. The results of the confirmatory factor analysis supported prior studies of marketing culture and job satisfaction that were conducted on the following six significant factors: “service quality, internal communication, organization, selling task, innovativeness and interpersonal relationship” (Webster, 1995; Appiah-Adu and Singh, 1999; Karatepe *et al.*, 2005; Yildirim *et al.*, 2016). Our study supported the marketing culture model and we found that Webster’s marketing culture model was a useful tool to determine the organizational culture type in banking firms. For the job satisfaction model, intrinsic and extrinsic factors were studied using confirmatory factor analysis (as seen in Table II).

Cronbach’s α values and composite reliability values are shown in Table III. These values supported the fact that both the marketing culture scale and the job satisfaction scale had high reliability in this study.

According to the regression analysis and the path coefficient analysis (as seen in Table III), 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; i.e. *H7*, *H10*, *H9* and *H12* were supported. On the other hand, extrinsic satisfaction was found to have no relationship with either internal communication or interpersonal relationship; i.e. *H11* and *H8* 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; i.e. *H6* and *H2* were supported. Service quality, internal communication, organization and selling task did not have any effect on intrinsic satisfaction; i.e. *H1*, *H3*, *H4* and *H5* were rejected. The result of R^2 showed that the 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 III). Accordingly, it can be said that marketing culture has a partially significant effect on job satisfaction (Table IV).

Table II.
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

5. 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 shows that marketing culture is a specific organizational culture and that it is a wider concept than market-oriented culture. Studies generally show that market-oriented culture has a negative relationship with the job satisfaction of employees (Lund, 2003; Gull and Azam, 2012). Accordingly, it can be said that the marketing culture model is different from market-oriented culture or market culture. Some studies have shown that marketing culture contributes positively to

marketing effectiveness (Appiah-Adu and Singh, 1999; Singh and Shanker, 2012) and organizational outputs (Yıldırım *et al.*, 2016). Studies have shown that the communication system in the organization has 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 marketing culture; marketing culture provides employees a greater amount of information about the management and the 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 a 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 in order to attain better performance (Webster, 1995; Appiah-Adu and Singh, 1999; Singh and Shanker, 2012). With marketing culture, firms can get a more participative management system (Webster, 1991; Lok and Crawford, 1999; Silverthorne, 2004; Yıldırım *et al.*, 2016), which can also increase employee satisfaction in the organization. In particular, the type of organizational culture 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 the service industry because service quality depends mostly on employees' performance.

	AVE	Composite reliability (CR)	R^2	Cronbach's α	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 III.
The reliability
of scales

	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**	–	–	–	–

Note: *,**Significant at 0.05, 0.01 levels

Table IV.
The result of path
coefficient analysis

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