



Marketing culture and business performance

Re-examination of Webster's marketing culture measurement scale

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Abstract

Purpose – The purpose of this paper is to examine the validity and reliability of marketing culture measurement scale developed by Webster (1990, 1993) in the context of Jordanian tourism restaurants industry. Further, the paper aims to assess the impact of marketing culture, and its dimensions, over Jordanian restaurants performance.

Design/methodology/approach – A structured and self-administered survey was employed targeting managers and employees of tourism restaurants operating in Jordan. A sample of 334 of tourism restaurants managers and employees were involved in the survey. A series of exploratory and confirmatory factor analyses were used to assess the research constructs dimensions, unidimensionality, validity, and composite reliability. Two structural path models analyses were also used to test the hypothesized relationships of the research model.

Findings – The empirical findings indicate that marketing culture dimensions are found to be seven rather than six dimensions as proposed by the original model; service quality, interpersonal relationships, management-front-line interaction, selling task, organization, internal communication, and innovativeness. A new dimension is found, named as management-front-line interaction, which exerted a positive and significant effect on restaurants performance. The structural findings indicate that the marketing culture “construct” has a positive and significant effect on restaurants performance, meanwhile only three out of seven of its dimensions exerted a positive and significant effect on restaurants performance; innovativeness, management-front-line interaction, and organization, respectively.

Research limitations/implications – Theoretically, the author examined only seven components of marketing culture; meanwhile there could be other factors of marketing culture, or other organizational factors, that may affect restaurants performance. Empirically, the research has also examined the effect of marketing culture on restaurant financial performance only. Further, the research is industry limited; tourism restaurants in Jordan. Accordingly, the findings cannot be generalized to other service industries without further examination.

Practical implications – Tourism restaurants managers should recognize that marketing culture is not simply a number of dimensions that shape it rather; it is a complex organizational phenomenon that affects performance. Marketing culture is a multidimensional construct that consists of seven dimensions not just six as proposed by the original model. Tourism restaurants managers and executives can benefit from the research findings while designing their marketing culture strategies to achieve long-term performance objectives.

Originality/value – This is the first research effort devoted to reveal the marketing culture dimensions and examine their effect on tourism restaurants performance in Jordan. Executives and managers can benefit from the research findings to enhance their marketing culture strategies to achieve long-term objectives. International tourism restaurants planning to expand their operations in Jordan's tourism industry have now empirical evidence concerning the marketing culture dimensions and their effect on performance.



Keywords Business performance, Innovativeness, Marketing culture, Management-front-line interaction, Selling task, Tourism restaurants

Paper type Research paper

1. Introduction

Modern business environment is characterized by rapid changes and increased competition. As a result, organizations must assess and, if necessary, adapt their culture and their way of doing business (Postruznik and Moretti, 2012). Among various definitions, organizational culture has been defined as “the pattern of shared values and beliefs that helps individuals understand organizational functioning and, thus, provides the norms for behavior in organization” (Deshpande and Webster, 1989). Organizational culture exerts a tremendous influence on the behavior of employees and productivity of the organization (Pascale, 1984; Luk, 1997). Further, it affects the organization’s ability and approach, including both technical and administrative procedures, to coping with external environment (Webster, 1990; Luk, 1997). Marketing theorists and professionals have come to view organizational culture as a focal point for their concern (McNeil *et al.*, 2001). Ample research in the marketing literature have generated interest in the culture that organizations cultivate and maintain (e.g. Conrad and Brown, 1997; Harrison and Shaw, 2004; Singh, 2005; Biloslavo and Trnavcevic, 2011; Postruznik and Moretti, 2012) Accordingly, the marketing culture concept was introduced to represent “the element of the entire organizational culture related to the pattern of shared values and beliefs that helps individuals understand and ‘feel’ the marketing function” (Webster, 1993).

Considerable empirical evidence has underlined the impact of marketing culture over organizational performance and profitability (Webster, 1993; Homburg and Pflesser, 2000; Harrison and Shaw, 2004; Biloslavo and Trnavcevic, 2011; Postruznik and Moretti, 2012). However, despite such vital contribution, two interrelated issues characterize research into marketing culture. First, the concept of marketing culture is nebulous and has yet to be defined precisely (Luk, 1997; Singh, 2005). A consensus on a conceptual definition of marketing culture has yet to emerge (Webster, 1993; Luk, 1997; Simberova, 2007; Zostantiene and Vaiciulenaite, 2010). Furthermore, a universal operational definition of the concept is still lacking (e.g. Webster, 1990, 1993, 1995; Homburg and Pflesser, 2000; Singh, 2005; Biloslavo and Trnavcevic, 2011). Second, and due to different conceptualizations of the concept, the distinction between marketing culture and other marketing concepts such as “market orientation” and “marketing concept” is not always straightforward (Singh, 2005; Biloslavo and Trnavcevic, 2011; Postruznik and Moretti, 2012). Several authors have attempted to distinguish between the three concepts (e.g. Conrad and Brown, 1997; Luk, 1997; Harrison and Shaw, 2004; Singh, 2005; Biloslavo and Trnavcevic, 2011; Postruznik and Moretti, 2012). Heiens (2000), for instance, suggested that the implementation of the marketing concept is related to the market orientation of the organization. Further, Singh (2005) suggested that the marketing concept is considered as a business philosophy which puts the customer at the center of overall activities of the organization, and that market orientation (or market-oriented behavior) is used as an indicator of the extent to which an organization implements the marketing concept. Singh (2005) reiterated Meldrum’s (1996) argument which states that the difference between marketing culture and market orientation is that cultural feature will affect the degree of market orientation, i.e. in what way marketing tasks will be performed. Harrison and Shaw (2004) declared that marketing culture is considered a higher-level abstraction than market orientation,

and that culture is not simply the overt behavior of individuals within the organization; rather, it is the underlying assumptions and attitudes that shape the behavior of individuals within the organization.

Despite such noticeable efforts to distinguish between marketing culture and other related marketing concepts, without a precise definition for each of those concepts, some overlapping between definitions might always cause confusion and misunderstanding. In order to overcome the above issues, empirical research should be conducted to further empirically refine and develop better conceptual and operational definitions of marketing culture to be accepted, and adopted, by larger numbers of marketing academics and practitioners. A widely accepted and implemented operationalization of marketing culture is that advocated by Webster (1990). Webster (1990, 1993) operationalized marketing culture in terms of six dimensions: service quality, interpersonal relationships, interpersonal communications, innovativeness, organization, and selling task. Such operationalization, and its associated measurement scale, has witnessed some empirical examination for reliability and validity in different business contexts (e.g. Webster, 1993; McNeil *et al.*, 2001). Further, it allowed later empirical research not only to study the overall impact of marketing culture over service organizations' performance, but also to study the individual impact of each dimension of marketing culture over performance (e.g. Appiah-Adu and Singh, 1999; Postruznik and Moretti, 2012). This approach has enabled a more detailed and precise understanding of how marketing culture affects performance and what dimensions affect performance more in different business contexts.

The paper aims to add to previous empirical research examining the reliability and validity of Webster's (1990) measurement scale of marketing culture in a developing country business context, specifically, the tourism restaurants industry in Jordan. Further, the paper attempts to examine the impact of marketing culture, and its dimensions, over the performance of Jordanian tourism restaurants. While it was successfully examined in different service contexts, the application of Webster's measurement scale of marketing culture in Jordanian context is relatively new, and is anticipated to add to the scale's reliability and validity, an issue advocated by Webster (1990) herself. Most importantly, the paper should provide more insight into the impact of marketing culture over Jordanian tourism restaurants' performance. Such issue is worthy of consideration due to the competitive nature of this industry. Finally, and in relation to previous discussion, the paper contributes to the efforts of providing a universal conceptualization and operationalization of marketing culture.

2. Literature review

2.1 Marketing culture measurement: Webster's scale

Marketing culture is a core element of organizational policy and serves as a distinct organizational competence and a competitive edge of the organization (Postruznik and Moretti, 2012). Among various definitions of the concept, marketing culture was defined as "the element of the entire organizational culture related to the pattern of shared values and beliefs that helps individuals understand and 'feel' the marketing function (Webster, 1995)." Several empirical attempts were made to provide a sound operationalization of marketing culture. Such attempts proposed different dimensions to marketing culture, Table I. The differences in operationalizations reflect differences in researchers' perceptions of marketing culture. For instance, and while some authors associate marketing culture with market orientation (Conrad and Brown, 1997; Harrison and Shaw, 2004), others manifest it as a special aspect of organizational culture

Author(s)	Purpose of research	Dimensions of marketing culture
Conrad and Brown (1997)	To examine how four elements of corporate culture and environmental hostility combine to form an optimal mix that maximizes overall firm performance	(1) Customer orientation (2) Competitor orientation (3) Interfunctional coordination
Homburg and Pflesser (2000)	The development of scales for measuring different layers of market-oriented culture and analyze relationships among the different components of market-oriented culture	(1) Shared basic values supporting market orientation (2) Norms for market orientation (3) Arifacts for market orientation (4) Market oriented behaviors
Harrison and Shaw (2004)	To determine the market orientation and marketing culture of all staff within organizations, and the extent to which other members in the organization support or create barriers to the successful implementation of the marketing concept	(1) The gathering of market intelligence (2) Customer orientation (3) Competitor orientation (4) Interfunctional coordination
Singh (2005)	Examines the pertinent issues underlying the marketing culture of Finnish research libraries and the library management's awareness of modern marketing theories and practices	(1) Marketing attitudes, (2) Knowledge (3) Behavior (4) Operational policies and activities (5) Service performance
Biloslavo and Trnavcevic (2011)	To present and examine an instrument for the measurement of marketing culture	(1) Quality (2) Satisfaction (3) Interpersonal relations (4) Competitiveness (5) Organization (6) Internal communication (7) Innovation

Table I.
Dimensions of
marketing culture

with its various elements (Homburg and Pflesser, 2000; Singh, 2005; Zostantiene and Vaiciulenaite, 2010).

However, a widely accepted and implemented instrument to measure marketing culture is the instrument developed by Webster (1990). Emphasizing the need for a new measure of marketing culture specific to service organizations, Webster (1993) defined marketing culture as “a multifaceted construct that encompasses the importance placed on service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness.” Using 19-step iterative process, Webster (1990, 1992) collapsed data from in-depth interviews with service providers in a variety of industry and work settings. A series of factor analyses, with accompanying α reliability tests and on-going qualitative validation by service marketers, resulted in a scale of 34 items which loaded onto six dimensions (Webster, 1990, 1992; McNeil *et al.*, 2001; Biloslavo and Trnavcevic, 2011). This operational definition allowed for the measurement of a firm's marketing culture, to discover its nature, and to identify linkages with service performance (Luk, 1997). Table II underlines the assigned definitions of Webster's (1990) marketing culture dimensions.

Webster (1990) conducted a study to determine whether there are significant differences between perceptions of the importance of marketing culture of goods-producing firms and service firms (Webster, 1993). She concluded that, in spite of the

importance placed on marketing culture by both service and manufacturing organizations, service organizations tend to place more importance to marketing culture. Webster (1990) explained that due to the unique characteristics of services, especially the inseparability of provision and receipt of services, it was vital for service organizations to take marketing culture practices seriously (Appiah-Adu and Singh, 1999; Appiah-Adu *et al.*, 2000; McNeil *et al.*, 2001; Postruznik and Moretti, 2012). The uniqueness of service characteristics requires more understanding and commitment of service organizations' employees. Albrecht (1986) reiterated the contribution of marketing culture to service organizations as providing the only effective means to win employees commitment to serving customers. Further, marketing culture can help employees to better understand the marketing function and to project their work in such a way to reliably and successfully satisfy not only common but also unexpected demands of customers (Biloslavo and Trnavcevic, 2011). Accordingly, marketing culture should enable service organizations' employees of providing better quality services with fewer costs. Better quality services will increase customer satisfaction, which will lead to more positive word-of-mouth about service organizations (Kim *et al.*, 2009). Both cost reduction and word-of-mouth should be of great importance to most service organizations characterized by small size and limited financial capabilities.

Later empirical research has applied Webster's (1990) marketing culture measurement scale in different countries and for different purposes; Table III highlights some of such research. Noticeably, all of scanned research was conducted on samples of organizations operating in different types of service industries, and in different countries ranging from developed to developing. Further, all of such research was conducted applying a survey methodology of managers and employees of sampled organizations. Most importantly, scanned research has underlined the validity and reliability of Webster's (1990) measurement scale of marketing culture in various contexts and with different types of populations and samples. Finally, empirical findings have also underlined the impact of overall marketing culture over organizations' performance, in addition to individual impact of marketing culture dimensions depending on research locale.

2.2 Tourism industry in Jordan: the need for marketing culture

Jordan's economy is service dominated, with a contribution up to 65 percent of Jordan's GDP (Central Bank of Jordan, 2011). The tourism sector's contribution to Jordan's GDP reached 12.6 percent in 2011. Jordan experienced a steady increase in tourism during the first decade of the twenty-first century. Over eight million tourism arrivals in 2010 of which 4.55 million were overnight visitors, a 20.3 percent increase in overnight

Dimension	Assigned definition
Interpersonal relationships	They way employees are treated by the organization
Selling task	How employees are helped to adopt a marketing approach to their jobs
Organization	How organized employees are
Internal communications	How employees are made aware of management expectations of them and their opportunity to become involved in standard setting
Innovativeness	How receptive the organization and employees are to change
Service quality	The provision of quality of service provided to customers

Table II.
Marketing culture
dimensions and their
assigned meanings

Source: McNeil *et al.* (2001)

Author(s)	Purpose of study	Methodology and research locale	Major findings
Webster (1993)	To provide further refinement of the marketing culture scale developed by Webster (1990). Also, to examine the relationship between service firms' marketing culture and profitability	Three-stage sample of service firms in a southern metropolitan area resulted in a randomly selected sample of 100 firms (USA). Unit of analysis; employees from top-management and operational level positions	A reliable six-dimension, 34-item measure that possesses both content and convergent validity. A significant relationship was found between marketing culture and service firms' profitability
Webster (1995)	Examine the role of marketing culture in determining marketing effectiveness in service firms	Survey of 137 service firms representing banking, health care, public transportation, and product repair/maintenance industries (USA). Unit of analysis; employees in middle management positions	Regardless of firms' size and geographical scope, marketing culture, and its dimensions, possessed a strong positive impact over firms' effectiveness
Luk (1997)	Examine the relationship between marketing culture and the perceived service quality of outbound tours	Two sets of survey directed to; sample of 68 tour escorts, sample of 92 tour customers (Hong Kong)	Overall marketing culture affects overall quality of outbound tour service. Both dimensions of service quality and interpersonal relationships had a strong impact over overall quality of outbound tour service
Appiah-Adu and Singh (1999)	Investigate the association between marketing culture and dimensions of performance (customer satisfaction, customer retention and profitability) in UK service sector	Survey of 500 service firms from banking, hotel, tourism and airline industries (UK)	Each marketing culture dimension contributes to at least one of the three performance measures examined, although their relative explanatory influences vary according to the specific performance dimension
Appiah-Adu <i>et al.</i> (2000)	Examine the relationship between marketing culture and customer retention in UK tourism firms	A survey of marketing directors in 250 hotel and tourism firms (UK)	All marketing culture dimensions, with the exception of organization, exerted a strong positive impact over customer retention
McNeil <i>et al.</i> (2001)	Explore the reliability of Webster's (1990) instrument for measuring the marketing culture of an organization	Survey of 1,400 full-time Western Australian employees of a large public sector organization	All marketing culture dimensions were found to have high reliabilities in terms of both the actual and ideal marketing culture of surveyed organization. Of concern was the lower alpha reliability of the service quality dimension

Table III.
Empirical research applying Webster (1990) marketing culture measurement scale

visitors on 2009. Tourism expenditure reached more than \$3.42 billion which contributed 12.4 percent to the national GDP. Direct employment reached 41,900 in 2010 and is estimated to support several hundred thousand full-time-equivalent jobs economy wide when the full multiplier impact is accounted for (Jordan National Tourism Strategy, 2011-2015). Nevertheless, and despite such considerable figures, the state of the tourism sector is widely regarded as below potential, especially given the country's rich history, ancient ruins, Mediterranean climate, and diverse geography. The sector has to make improvements of infrastructure and marketing to meet stiff competition from other major attractions worldwide (Attar *et al.*, 2007; Fischer *et al.*, 2009).

The restaurant industry in Jordan is closely tied to tourism (Attar *et al.*, 2007; Al Saleh, 2008), and keeping the industry robust is in line with the government's stated policy of turning Jordan into a boutique destination for western tourism (Al Saleh, 2008). According to Jordan Restaurants Association (2011) there are 675 restaurants classified as tourism restaurants in Jordan from which 159 are located in Amman. The majority of classified restaurants are less than three star. The biggest share of more than three-star tourism restaurants is in Amman (82). According to Ministry of Tourism and Antiquities statistics, the number of employees in the tourism restaurants in 2011 is 16,855; 13,357 of them are working in Amman. Also, the statistics show that 15,342 are males and 1,513 are females. Based on the nationality criterion, 10,985 of employees are Jordanians and 5,870 are non-Jordanians.

Review of academic and professional literature underlines several challenges facing Jordanian tourism restaurants; the increased competition due to considerable investments in new restaurants, particularly in the capital Amman, the generally weak quality of services provided by restaurants, the changing tastes of demanding customers, the general lack of skilled labor, and the increasing costs of running the business (Attar *et al.*, 2007; Al Saleh, 2008; Fischer *et al.*, 2009; Abu Alroub *et al.*, 2012). Facing such challenges requires Jordanian tourism restaurants to pay more attention to human resource management and marketing. Both functions should enable tourism restaurants of dealing with most of addressed challenges (Attar *et al.*, 2007; Fischer *et al.*, 2009; Abu Alroub *et al.*, 2012).

By definition, marketing is regarded as the process of identifying and satisfying customer needs. Through its focus on achieving distinctive service quality (Albrecht, 1986; Berry *et al.*, 1989; Luk, 1997), it is argued that a strong marketing culture is positively associated with greater customer satisfaction (Kotler, 1996; Appiah-Adu and Singh, 1999). Customer satisfaction, on the other hand, leads to customer retention, more positive word-of-mouth (Kim *et al.*, 2009), increased sales volume (Weile *et al.*, 2002), increased market share (Drosos *et al.*, 2011) and, consequently, increased profitability (Anderson, 1982; Storbacka *et al.*, 1994; Hallowell, 1996). Previous empirical research has underlined a direct effect of marketing culture over different aspects of service organizations' performance. Webster (1993), for instance, found a significant positive relationship between marketing culture and profitability. Further, Webster (1995) underlined a strong positive impact of marketing culture over firms' effectiveness (measured though operational efficiency, customer philosophy, adequate marketing information, and strategic orientation). Accordingly, and adopting Webster's (1990) operationalization of marketing culture, this paper hypothesizes that:

H1. Marketing culture has a positive and significant effect over Jordanian tourism restaurants' financial performance.

Considering that marketing culture of a firm encompasses service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness (Webster, 1990, 1993, 1995); previous empirical research has attempted to explore the individual effects of marketing culture dimensions over different aspects of performance. The results proved to be contradictory. For instance, Webster (1993, 1995) found a direct impact of all marketing culture dimensions over service organizations' profitability and effectiveness. However, Appiah-Adu *et al.* (2000) found that all marketing culture dimensions, with the exception of organization, exerted strong positive impact over customer satisfaction. Interestingly, in an investigation of the association between marketing culture and different aspects of performance (i.e. customer satisfaction, customer retention, and profitability) in UK service sector, Appiah-Adu and Singh (1999) underlined that each marketing culture dimension contributed to at least one of the three performance measures examined. Accordingly, the impact of marketing culture dimensions over performance seems do differ depending on research context and performance measures used. Nevertheless, consistent with Webster's (1993, 1995) findings; and having proposed a direct impact of marketing culture over Jordanian restaurants' financial performance. This paper proposes that all marketing culture dimensions should have an impact over this aspect of performance. Accordingly:

H2. Marketing culture dimensions have a positive and significant effect on Jordanian tourism restaurants' financial performance.

3. Research methodology

3.1 Research population and sample

The research population is all the tourism restaurants operating in Amman, capital of Jordan. According to Jordan Restaurants Association (2011) there are 159 restaurants classified as tourism restaurants in Amman. There are 82 tourism restaurants that are classified as three-star (52), four-star (29), and five-star (1) restaurants which provide different types of food and drinks. These restaurants were chosen based on three criteria. First, they share characteristics in terms of location and classification by the Ministry of Tourism and Antiquate. Second, they compete against each other on relatively the same group of customers within Amman. Third, they have a reasonable multicultural diversity in terms of the restaurant's country of origin and types of customers. Consequently, the research population consisted of 82 tourism restaurants. Their contact details were obtained from Jordan Restaurants Association where they enjoy a full membership. The researchers made several attempts to survey all tourism restaurants located in Amman in order to include the whole population in the study. However, only 52 of the tourism restaurants agreed to participate in the survey. The unit of analysis in this study was "the employee" represented by restaurants' managers and other employees since they were directly involved in restaurants' internal operations. Therefore, the tourism restaurants' managers were not representative of the tourism restaurants' employees but they were considered as part of the sample since multiple respondents from each restaurant were included in the sample to reduce the managers' bias regarding the marketing culture and restaurants performance. Although the resulting sample was not probabilistic, it was deemed adequate for conducting multivariate data analysis. Two justifications were made to accommodate for the resulting non-probabilistic sample. First, the sample size, 334, is adequate for conducting the multivariate data analysis purposes (Hair *et al.*, 1998) and then testing the research model and hypotheses since the unit of the analysis is the "employee"

rather than the “tourism restaurant.” Second, only 52 tourism restaurants agreed to be part of the survey which did not enable the researchers to target the 82 restaurants in the during the data collection process. Hard copies of the research questionnaires were distributed and personally delivered to the 52 tourism restaurants operating in Amman. Consequently, this study is designed to investigate the importance place upon marketing culture dimensions and items and performance from “employees” perspectives. The main criteria upon which employees were selected to participate in the research survey are; employees should be involved in the restaurant’s main operations and should be fully employed rather than on a contractual job basis.

3.2 Measurement items

The research questionnaire was developed based on relevant literature review of marketing culture and performance. Items measuring the questionnaire’s constructs were adapted from previous research. With regard to the marketing culture construct and dimensions, the 34 items of marketing culture measurement scale developed by Webster (1990, 1993, 1995) were adopted. With regard to restaurant performance, four financial-based measurement items were used to operationalize it (e.g. Day and Wensley, 1988; Appiah-Adu and Singh, 1999). A small section was also included in the questionnaire to study the respondents’ characteristics. Appendix shows constructs’ measurement items and their sources.

3.3 Questionnaire administration and data collection

We have conducted the pilot study and pre-tested the survey questionnaire on key managers in the tourism restaurants and two services marketing professors in Jordanian universities. The pre-test process was carried out using personal interviews and all the survey questionnaire aspects were examined to reveal respondents ability to understand it and to test its appropriateness for achieving the research objectives. The questionnaire was personally delivered to 52 tourism restaurants operating in Amman where the research objectives were explained to the contacted managers and employees. The primary data collection process was carried out using a highly structured questionnaire that was adapted from relevant literatures to achieve the research purposes. The marketing culture dimensions, namely; service quality, interpersonal relationships, selling task, organization, internal communication, and innovativeness, were all measured on five-point Likert-type scales ranging from 1 “Very Much” to 5 “Not At All.” Managers and employees were asked to indicate the importance placed upon marketing culture in their restaurant as a usual business practice in the restaurant’s internal business environment. With regard to performance, operationalizing business performance is very problematic and complicated because of the existence of multiple organizational measures that have been presented by business strategy researchers (Clark, 1999; Ambler and Riley, 2000).

Consistent with previous literature, restaurant performance was assessed on the basis of managers’ subjective evaluation for four reasons. First, it is argued that business performance can be assessed by using management self-report assessment (subjective assessment), which has been proved to be equivalent to those of quantitative assessment (objective assessment). Second, research findings suggest that informant measures manifest less method variance than archival or historical figures, subjective assessments are strongly correlated to objective assessments of performance (e.g. Venkatraman, 1990). Third, the literature advocated that the subjective approach is a reliable and valid method of measuring performance (e.g. Doyle and Wong, 1998). Fourth, the financial data are

highly classified and confidential for tourism restaurants in Jordan. For this research purpose, performance is defined as a multidimensional construct of financial performance measures (Doyle, 1995; Vorhies and Morgan, 2005). The measures of financial-based performance were sales volume, profitability, return on investment, and market share (e.g. Day and Wensley, 1988; Appiah-Adu and Singh, 1999). Each manager/employee was asked to assess his/her restaurant's current performance in the Jordanian market relative to its major/close competitors with respect to four items of financial performance (Appendix). The managers' responses were made on a five-point Likert scale ranging from 1 "Better Than" to 5 "Worse Than" major/close competitors. The respondents were reminded twice; via personal contacts and telephone calls, respectively. The delivered questionnaires to the 52 restaurants were 550 from which 360 were returned; the response rate was 65.5 percent. The valid and useable questionnaires for data analysis were 334; 92.7 percent from the returned questionnaires.

3.4 Respondents characteristics

Part of the respondents' characteristics was their positions in the tourism restaurants surveyed. The respondents' position was related to understanding the nature of tourism restaurants services and organizational structures. When the researchers collected the data, using the survey approach, we had to examine the organizational structure of each tourism restaurant in order to distribute the survey questionnaires using multiple respondents from each restaurant. We found that the tourism restaurants organizational structures are not complicated and the majority of them had two levels of hierarchy: top management and operational management – including the front-line employees. We also found that the majority of the restaurants do not have more than 10-15 percent of their staff titled as "managers" due to very few levels of hierarchy. Furthermore, the restaurant service nature and characteristics require a high level of interactions with their customers since the quality of service is created during the interaction process that takes place between the customer and the restaurant employees. Therefore, both managers and employees should interact with customers in restaurants - high contact service. Additionally, the majority of marketing culture previous research showed that marketing culture is on the organizational level that encompasses all the functions and levels rather than the marketing level within the boundaries of the traditional marketing department (e.g. Harrison and Shaw, 2004). Table IV exhibits the research sample characteristics. Table IV also shows that the great majority of the respondents are males, young, educated, and experienced in the restaurants industry. Such characteristics would facilitative the practice of marketing culture in tourism restaurants. Table IV also shows that 49.4 percent of the respondents' salary ranges between £225 and £450 per month. The results also show that the majority, 86.6 percent, of the respondents are males. This result could be interpreted by the fact that the Jordanian society is still male dominated and the Jordanian culture is not well established yet to encourage females working in the tourism restaurants industry. These results suggest that restaurants should have proper marketing culture to enhance their performance.

3.5 Constructs validity and composite reliability

The validity of the research instrument was assessed through face, content, convergent, and discriminant validity. The face validity is evidenced through the pilot work of the research instrument with leading tourism restaurants' managers as well as two academics from reputable business schools in Jordan who checked the relevance

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Sample characteristics	Frequency	Percentages
<i>Respondent's gender</i>		
Male	229	86.6
Female	105	13.4
<i>Respondent's age</i>		
Less than 23 years	33	9.9
24-28 years	138	49.3
29-33 years	79	23.7
34-38 years	45	13.5
More than 39 years	39	11.7
<i>Respondent's educational level</i>		
Secondary school and less	58	17.4
Diploma	117	35.0
Bachelor degree	130	38.9
Master degree	26	7.8
Post graduate degree	3	0.9
<i>Respondent's years of the experience in the restaurants industry</i>		
Less than 1 year	40	12.0
1-3 years	91	27.2
4-6 years	75	22.5
7-9 years	53	15.9
More than 10 years	75	22.5
<i>Respondent's salary</i>		
Less than £225	64	19.2
£226-£450	165	49.4
£451-£675	65	19.5
£674-£900	20	6.0
More than £900	20	6.0
Total	334	100

Table IV.
Research sample
characteristics

and appropriateness of the questionnaire to achieve the research objectives. Content validity is evidenced by explaining the methodology used to develop the research questionnaire (Churchill, 2001), which included: examining the previous empirical and theoretical work of marketing culture and performance; and conducting the pilot study before starting the fieldwork. With regard to construct validity, as recommended by Hair *et al.* (1998), exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are used to assess construct validity. Thus, EFA was performed to test the unidimensionality of the research constructs to test the degree to which the items are tapping the same concept. It has been recommended that CFA, derived from structural equation modeling (SEM), is a more rigorous test of unidimensionality (Garver and Mentzer, 1999, p. 40). Thus, CFA was also utilized to confirm or refine the unidimensionality of measurements that resulted from the EFA. To assess the EFA, four commonly used assumptions were followed (Hair *et al.*, 1998; Field, 2000); sampling adequacy (Kaiser-Meyer-Olkin measure greater than 0.5); the minimum eigenvalue for each factor to be one; considering the sample size, factor loading of 0.40 for each item was considered as the threshold for retaining items to ensure greater confidence; and varimax rotation was used since it is a good general approach that simplifies the interpretations of factors (Field, 2000, p. 449). Statistical Package for Social Sciences (SPSS) shows which variables “clump together.” To assess the CFA, goodness of measurement model fit using SEM were followed (Chau, 1997, p. 318):

χ^2 ($p \geq 0.05$); goodness-of-fit index ($GFI \geq 0.90$); adjusted goodness-of-fit index ($AGFI \geq 0.80$); normed fit index ($NFI \geq 0.90$); non-normed fit index ($NNFI \geq 0.90$); comparative fit index ($CFI \geq 0.90$); standardized root mean-square residual ($SRMR \leq 0.08$); and root mean square error of approximation ($RMSEA < 0.10$). Factor loadings are the correlations of the variables with the factor, the weighted combination of variables which best explains the variance. Higher values (e.g. > 0.40) making the variable representative of the factor (Hair *et al.*, 1998, p. 106).

All the research items were subjected to EFA to reveal the unidimensionality of the research constructs, which are shown in Table V. For all the research constructs, an index of Kaiser's measure of sampling adequacy (overall $MSA = 0.88$) and Bartlett's test of sphericity χ^2 ($p \leq 0.000$) suggested that factor analysis is appropriate for analyzing the data. The results of EFA indicate that the research items loaded on eight factors which provide general empirical support to the research constructs literature. Based on the eigenvalue 1, an eight-factor model was derived that explains 60 percent of the total variance. The results of the EFA analysis revealed seven dimensions of marketing culture rather than six dimensions which are proposed in the original operationalization of Webster (1993). The seven dimensions are service quality, interpersonal relationships, selling task, organization, internal communication, and innovativeness as well as a new dimension was found and named as "Management-Front-line Interaction." A closer examination of the EFA results reveal that there are seven dimensions of marketing culture and some items loaded on other dimensions which is relatively different from the previous work. In addition, items IR5 (organization) and ST1 and ST2 (selling task) loaded on one factor which is named as "Management-Front-line-Interaction and coded as "MI." SQ4 and SQ6 (service quality), ST7 (selling task), and IC6 (internal communication) items were deleted during the EFA analysis due to weak factor loadings. SQ7 and SQ8 items of service quality were loaded on interpersonal relationships, and IC1 (internal communication) loaded on organization. It is also important to note that the four performance measures loaded on one dimension which are related to restaurant financial-based performance. Also, the four items (SQ4, SQ6, ST7, and IC6) deleted during the EFA analysis indicate a potential weak practice in these aspects of marketing culture and tourism restaurants are invited to improve them since they affect customer satisfaction which subsequently affects restaurant performance. The items that loaded on other dimensions, opposing the original loadings proposed by Webster (1990, 1993, 1995), support this research contentions in which we argue that marketing culture is not only complex but also interrelationships among its dimensions exist in a complicated manner to affect business performance.

To confirm and validate the findings that emerged from using EFA, the eight-factor model were evaluated by CFA using EQS 6.1 software. The measurement model of the CFA relates the observed variables to their latent variable. As shown in Table II, measures of goodness-of-fit were met. It should be noted from Table II that there were non-significant loadings; this is due to the measurement model identification. The parameters without (*) in all Table V contents are specified as starting values "specified as fixed." A starting value is needed for each of the parameters' constructs to be estimated because the fitting algorithm involves iterative estimation, starting from a suitable approximation to the required results and proceeding to their "optimum" values (Dunn *et al.*, 1994, pp. 23-24). One of the study objectives is to retain the items that have high loadings to maintain face validity since the modification indices suggest that some items have more in common with each other than the specified model allows.

Table V.
Exploratory and
confirmatory factor
analyses results for the
research constructs

Research constructs measurements and items	EFA results		CFA results		Average variance extracted
	EFA factors loadings	Eigenvalues	CFA factors loadings	Composite reliability	
<i>Service quality (SQ)</i>					
SQ1	0.81	1.69	0.77	0.84	0.65
SQ2	0.83		0.88		
SQ3	0.66		0.63		
SQ5	0.51		0.72		
<i>Interpersonal relationships (IR)</i>					
SQ7	0.51	2.53	0.60	0.73	0.51
SQ8	0.62		Deleted		
IR1	0.55		0.63		
IR2	0.75		0.68		
IR3	0.68		0.65		
IR4	0.56		Deleted		
<i>Management-front-line interaction (MI)</i>					
MI1	0.76	1.83	0.60	0.74	0.50
MI2	0.70		0.72		
MI3	0.53		0.77		

(continued)

Research constructs measurements and items	EFA results		CFA results	
	EFA factors loadings	Eigenvalues	CFA factors loadings	Composite reliability
Marketing culture				Average variance extracted
<i>Selling task (ST)</i>				
ST3	0.66	1.45	0.65	0.76
ST4	0.68		0.70	0.52
ST5	0.76		0.68	
ST6	0.50		0.62	
<i>Organization (OR)</i>				
OR1	0.67	1.54	0.61	0.76
OR2	0.52		Deleted	
OR3	0.60		Deleted	
OR4	0.78		0.72	
OR5	0.80		0.76	
IC1				
<i>Internal communication (IC)</i>				
IC2	0.68		0.63	
IC3	0.82	9.50	0.71	0.82
IC4	0.77		0.78	
IC5	0.75		0.79	
	0.65		0.62	

(continued)

Table V.

Table V.

Research constructs measurements and items	EFA results		CFA results	
	EFA factors loadings	Eigenvalues	CFA factors loadings	Composite reliability
Marketing culture				Average variance extracted
<i>Innovativeness (IN)</i>				
IN1	0.62	1.32	0.63	0.81
IN2	0.74		0.70	
IN3	0.81		0.71	
<i>Restaurant performance (RP)</i>				
RP1	0.58	1.44	0.60	0.82
RP2	0.74		0.75	
RP3	0.75		0.74	
RP4	0.72		0.70	
<i>Sampling adequacy (Kaiser-Meyer-Olkin measure greater than 0.5): 0.88</i>				
Model goodness-of-fit				
indices: desired level	CFI ≥ 0.90	GFI ≥ 0.90	AGFI ≥ 0.80	SRMR ≤ 0.08
Model indices results	0.915	0.905	0.860	0.052
	NFI ≥ 0.90	NNFI ≥ 0.90		RMSEA < 0.10
	0.900	0.911		0.050
	χ^2 $p \geq 0.05$			
	587			
	$p = 0.000$			

Therefore, consistent with the extant literature, offending items were sequentially deleted until the standardized loadings and the fit indices revealed that no improvement could be attained through item deletion. In addition, following guidelines outlined by Voss *et al.* (2003), a series of shortened versions of the scale were compared using χ^2 difference test, AGFI, and model Akaike Information Criterion (AIC). Based on the guidelines outlined by Voss *et al.* (2003), the item deletion process stops if the deletion process compromises the construct validity, and when one or two possible results occur: the χ^2 difference test shows no difference, the AGFI does not increase, and model AIC does not improve. Table III shows the CFA baseline model and the alternative models. Following the decision rules, Table III shows that the best CFA model is the third model, which is used in the subsequent analysis. In all, four items were deleted during the CFA analyses which were from the marketing culture construct. The deleted items are IR4, OR2, OR3, and SQ8. The deletion of these items seems to be reasonable since deleting these items resulted in a better CFA model, as shown in Table VI, and deleting them during the CFA analysis indicates other aspects of weak practices of marketing culture in tourism restaurants in Jordan. One of the major findings of this study is that the marketing culture dimensions are seven rather than six as proposed by the original developer of the scale (Webster, 1990, 1993).

The seventh dimension was named as “management-front-line interaction” due items that loaded on this dimension. Statically, the 34 items provided by Webster’s scale were subjected to EFA analysis to reveal the unidimensionality of Webster’s constructs and dimensions. Therefore, we did not identify how many factors to extract from factor analysis to reveal the unidimensionality of the marketing culture dimensions. Using varimax rotation and based on eigenvalues, the results of the EFA revealed seven rather than six factors as proposed by the original model. Next, the seven-factor model of marketing culture was confirmed by CFA. Further, the newly extracted dimension, “Management-Front-line-Interaction,” to the marketing culture model is valid and reliable based of various types of validity and reliability discussed in the paper. Furthermore, the newly added dimension, “Management-Front-line-Interaction,” has adequate convergent and discriminant validity and has positively and significantly affected restaurants performance. A potential explanation for the empirical findings is that the marketing culture construct scale might be a context-specific scale in which the number of dimensions and items is different according to industry characteristics; tourism restaurants in Jordan. Moreover, interrelationships among the marketing culture dimensions also may exist which indicate that this phenomenon is complex especially it is viewed under the umbrella of organizational culture at large. In other words, the marketing culture dimensions interact and affect each other in a complex manner to drive business performance.

Table V shows that the results emerged from CFA support the findings that emerged from EFA and all items loadings well exceeded the cut-off point value; 0.60. Convergent validity is examined by using the Bentler-Bonett NFI (Bentler and Bonett, 1990). All of

CFA models	CFA model indicators			
	Items deleted	χ^2	AIC	AGFI
Baseline CFA Model	None	869	3,247	0.834
Alternative CFA Model 1	IR4, OR2	662	3,001	0.856
Alternative CFA Model 2	SQ8, OR3	587	2,820	0.860

Table VI.
CFA comparative models
for the research constructs
and items

the constructs have NFI values above 0.90. Furthermore, as shown in Table V, indication of the measures' convergent validity is provided by the fact that all factor loadings are significant and that the scales exhibit high levels of internal consistency (Fornell and Larcker, 1981; Gerbing and Anderson, 1988). Also, as shown in Table V, the values of composite reliability and average variance extracted (AVE) for each construct are all above the threshold suggested by Bagozzi (1980): 0.70 and 0.50, respectively. In our research, the discriminant validity is established by first, the absence of significant cross-loadings that are not represented by the measurement model (i.e. congeneric measures). The absence of significant cross-loading is also an evidence of the marketing culture and performance constructs unidimensionality (Gerbing and Anderson, 1988); and second, to establish the evidence for the discriminant validity among the dimensions, we compared the shared variance among the dimensions with AVE from each dimension. The discriminant validity is established between two constructs/dimensions if the AVE of each one is higher than the shared variance. Comparing the shared variance and AVE values showed in Tables V and VII; where the diagonal values are the AVEs, our results indicated a support for the discriminant validity among the latent variables in our model.

6. Structural model and hypotheses testing

The analysis of the proposed model is conducted by running two models of structural path analyses which are shown in Figures 1 and 2. The first structural path model was created by running a direct path from the marketing culture construct to restaurants performance, as shown in Figure 1. The second structural path model was created by running a direct path from each of the marketing culture dimensions (service quality, interpersonal relationships, management-front-line interaction, selling task, organization, internal communication, and innovativeness) to restaurants performance, as shown in Figure 2.

Table VIII shows the first structural path model goodness-of-fit measures and the structural paths results. As shown in Table VIII, the goodness-of-fit measures indicate that the model has an excellent fit to the data. The structural findings show that the research *H1* is supported. The marketing culture construct ($\beta = 0.54$, $t = 7.10$) has positively and significantly affected restaurants performance, providing support for *H1*. Also, the structural path results indicate that all the marketing culture dimensions have positive and significant contributions to the marketing culture construct. The strongest contributions of the marketing culture dimensions to the marketing culture construct are: interpersonal relationships ($\beta = 0.71$, $t = 8.23$), management-front-line interaction ($\beta = 0.67$, $t = 8.04$), selling task ($\beta = 0.67$, $t = 8.02$), innovativeness ($\beta = 0.66$, $t = 7.94$), internal communications ($\beta = 0.55$, $t = 7.20$) and organization ($\beta = 0.45$, $t = 6.37$), respectively.

Research constructs	SQ	IR	MI	ST	OR	IC	IN	RP
SQ ($M = 1.76$, $std = 0.73$)	0.65							
IR ($M = 2.11$, $std = 0.75$)	0.17	0.51						
MI ($M = 2.07$, $std = 0.80$)	0.08	0.22	0.50					
ST ($M = 2.17$, $std = 0.78$)	0.13	0.23	0.24	0.51				
OR ($M = 2.25$, $std = 0.81$)	0.03	0.11	0.10	0.08	0.53			
IC ($M = 2.14$, $std = 0.83$)	0.11	0.13	0.13	0.14	0.03	0.54		
IN ($M = 2.09$, $std = 0.71$)	0.10	0.22	0.17	0.17	0.10	0.17	0.52	
RP ($M = 2.21$, $std = 0.72$)	0.06	0.13	0.14	0.10	0.11	0.07	0.15	0.53

Table VII.
Shared variance among
the research constructs

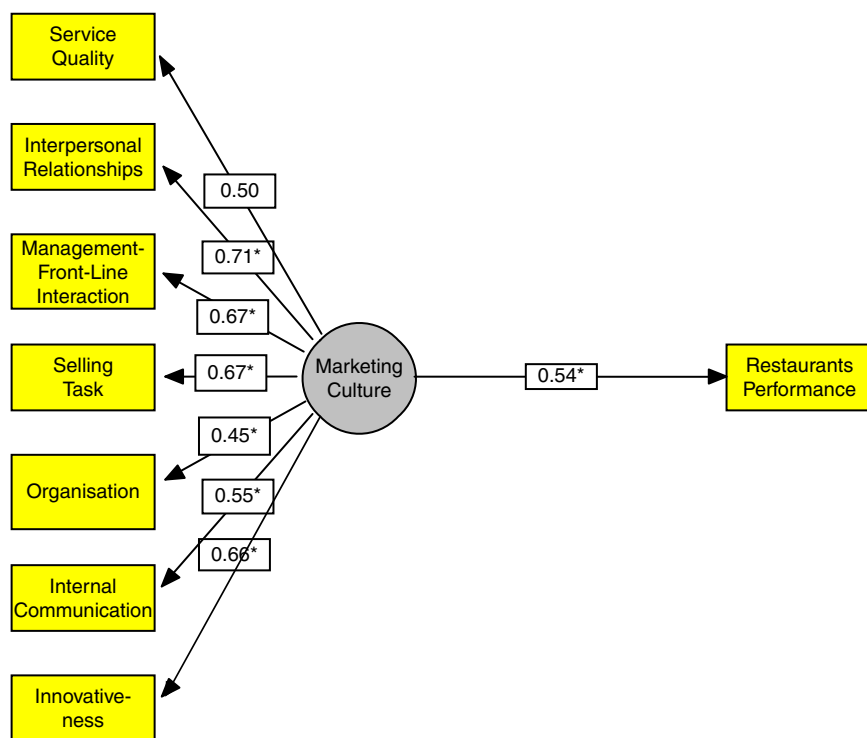
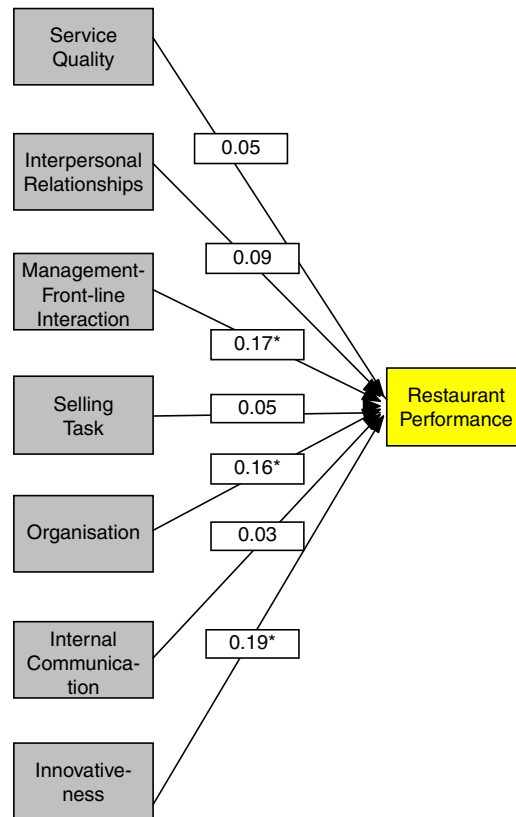


Figure 1.
Empirical model:
marketing culture
construct and
restaurants performance

Table IX shows the second structural path model goodness-of-fit measures and the structural paths results. As shown in Table IX, the goodness-of-fit measures indicate that the model has an excellent fit to the data. The structural findings show that the research *H2* is supported. The marketing culture dimensions have positively and significantly affected restaurants performance, providing support for *H2*. The structural path results indicate that only three dimensions of the marketing culture have a positive and significant effect on restaurants performance. These dimensions are innovativeness ($\beta = 0.19$, $t = 3.30$), management-front-line interaction ($\beta = 0.17$, $t = 2.79$) and organization ($\beta = 0.16$, $t = 3.15$), respectively. However, although the structural findings indicate that four dimensions of the marketing culture, namely; service quality, interpersonal relationships, selling task, and internal communications have not significantly affected restaurants performance but they maintained a positive effect. An important finding to report is that the new marketing culture dimension, “management front-line interaction” has exerted the second strongest predictor effect of the marketing culture dimensions on restaurants performance. This important finding, alongside with the non-significant dimensions of the marketing culture on restaurants performance, warrants further examination of the relationship between the marketing culture dimensions and restaurants performance.

7. Findings discussion

Sound statistical examination of collected data has resulted in some contradictory, yet worthwhile, results. First of all, contrary to previous empirical findings (i.e. Webster, 1990, 1993; McNeil *et al.*, 2001), exploratory and confirmatory factor analyses results of



Note: *Denotes standardised β coefficient is significant at $p < 0.05$

Figure 2.
Empirical model:
marketing culture
dimensions and
restaurants performance

Webster's marketing culture measurement scale have resulted in seven dimensions rather than the originally proposed six. A new dimension coined "management-front-line interaction" was introduced to represent three items of the original 34 items of Webster's (1990) scale, namely; management interacts with front-line employees, restaurant places emphasis on hiring the right people, and restaurant provides skill based and product knowledge training for front-line staff. Jordanian restaurants' managers and employees seem to separate between employees in direct contact with customers and other, back office, employees. Accordingly, they consider the interaction taking place between management and those employees as a major component, and determinant, of marketing culture. Interestingly, such result also indicates that marketing culture in Jordanian restaurants extends beyond the functional boundaries of conventional marketing department.

According to the sampled employees' perceptions, marketing culture was found to have a positive significant and direct effect over the performance of Jordanian restaurants. Such finding echoes Webster's (1990, 1993) proposition, with regard to the importance of marketing culture to service organizations' competitiveness and performance. Further, it is consistent with previous empirical findings of earlier research (e.g. Webster, 1995; Luk, 1997; Appiah-Adu and Singh, 1999). This finding

Variables in the paths model	Standardized β coefficients	t-value*	Hypotheses testing results
Hypotheses			
<i>H1.</i>			
The marketing culture construct has a positive and significant effect on restaurants performance	0.54*	7.10*	Supported
<i>The marketing culture dimensions and the marketing culture construct</i>			
Service quality \rightarrow marketing culture	0.50	n/a	n/a
Interpersonal relationships \rightarrow marketing culture	0.71*	8.23*	
Management-front-line interaction \rightarrow marketing culture	0.67*	8.04*	
Selling task \rightarrow marketing culture	0.67*	8.02*	
Organization \rightarrow marketing culture	0.45*	6.37*	
Internal communication \rightarrow marketing culture	0.55*	7.20*	
Innovativeness \rightarrow marketing culture	0.66*	7.94*	
Model goodness-of-fit indices: desired level	$\chi^2 p \geq 0.05$		
Model goodness-of-fit indices	31.99	$p = 0.043$	
	NFI ≥ 0.90	0.954	
	NNFI ≥ 0.90	0.975	
	CFI ≥ 0.90	0.982	
	GFI ≥ 0.90	0.977	
	AGFI ≥ 0.80	0.958	
	SRMR ≤ 0.08	0.035	
	RMSEA < 0.10	0.042	

Notes: *Significant at $p < 0.05$; $R^2 = 0.287$

Table VIII.
Structural path model results: marketing culture and restaurants performance

Table IX.
Structural path model
results: marketing culture
dimensions and
restaurants performance

Variables in the paths model	R^2	F-value*	Hypotheses testing results
Hypotheses			
H2.			
The marketing culture dimensions have a positive and significant effect on restaurants performance	0.26*	16.46	Supported
<i>The marketing culture dimensions and restaurants performance</i>	Standardized β coefficients	t-value*	Testing results
Service quality \rightarrow restaurants performance	0.05	0.87	Not supported
Interpersonal relationships \rightarrow restaurants performance	0.09	1.50	Not supported
Management-front-line interaction \rightarrow restaurants performance	0.17*	2.79*	Supported
Selling task \rightarrow restaurants performance	0.05	0.78	Not supported
Organization \rightarrow restaurants performance	0.16*	3.15*	Supported
Internal communications \rightarrow restaurants performance	0.03	0.62	Not supported
Innovativeness \rightarrow restaurants performance	0.19*	3.30*	Supported
Model goodness-of-fit indices: desired level	AGFI ≥ 0.80	SRMR ≤ 0.08	RMSEA < 0.10
Model goodness-of-fit indices	0.977	0.035	0.042
	CFI ≥ 0.90		
	0.982		
	NNFI ≥ 0.90		
	0.975		
	NFI ≥ 0.90		
	0.954		
	NFI ≥ 0.90		
	0.954		
	$\chi^2 p \geq 0.05$		
	31.99		
	$p = 0.043$		

Note: *Significant at $p < 0.05$

also echoes earlier recommendations by academics and professionals concerned with Jordanian tourism restaurant industry, which advocated the importance of marketing to the competitiveness of the industry in general. However, marketing culture is not the only predictor of Jordanian restaurants' performance. Other factors (such as managerial competence, reputation, competition from other countries, political circumstances, economic conditions, etc.) could have considerable impact over Jordanian restaurants' performance too; the R^2 result of 0.287 supports such finding.

Noticeably, although marketing culture had a significant positive impact over Jordanian restaurants' performance, four out of seven dimensions of marketing culture did not have a significant impact over restaurants' performance. The three dimensions which had a significant impact over performance were: innovativeness, management-front-line interaction, and organization, respectively. Review of previous empirical research suggests three possible justifications for such findings, Table II. First, in an investigation of the association between marketing culture and dimensions of performance (i.e. customer satisfaction, customer retention, and profitability) in UK service sector, Appiah-Adu and Singh (1999) underlined that each marketing culture dimension contributed to at least one of the three performance measures examined. This research has used financial-oriented performance measures. If other types of performance measures were used, other dimensions might have had some significant impact. For instance, if customer-oriented performance measures, such as customer retention and satisfaction, were used, other dimensions such as selling task and service quality might have had a significant impact. Second, previous research has underlined that some marketing culture dimensions have possessed greater impact over performance than others (i.e. Luk, 1997). Further, some research even found that some dimensions did not possess any impact on performance (i.e. Appiah-Adu *et al.*, 2000). Accordingly, the importance placed on marketing culture dimensions and respondents' perceptions about dimensions' impact over performance is context dependent.

The context of tourism restaurants industry was characterized, earlier, with extensive internal and external competition, changing customers' tastes, general lack of skilled labor, and increasing costs of running the business. Accordingly, respondents perceive that Jordanian restaurants receptiveness to change (innovativeness), front office communication, motivation and training (management-front-line interaction), and extent of restaurant and employees organization (organization) are necessary requirements to face such industry characteristics and, consequently, powerful determinants of restaurants performance. Third, while the four dimensions of service quality, selling task, internal communication, and interpersonal relationships, did not exert a direct significant impact over restaurants' performance. Such impact might be indirect through their impact over the three other dimensions of marketing culture. Finally, R^2 for the marketing culture dimensions affecting restaurants' performance was 0.26. Such result indicates that marketing culture could have more dimensions to those proposed in Webster's (1990) marketing culture scale (such as internal marketing, competitiveness, market-oriented behaviors, market intelligence management, etc.).

8. Conclusions and managerial implications

The marketing culture measurement scale developed by Webster (1990) is a valid and reliable instrument. Nevertheless, it should be noted that the scale's dimensions could be extended through rigorous statistical tests in different contexts. Further, it should be noted that marketing culture encompasses more dimensions than those proposed

in Webster's (1990) scale. Marketing culture in itself is a requirement for Jordanian restaurants' competitiveness and financial success. Any marketing efforts should be built upon sound marketing culture in order to be more effective. However, other factors seem to contribute to Jordanian restaurants' performance in addition to marketing culture. Such factors could be specific to restaurants (e.g. managerial competence, reputation) or they could be within the external environment (e.g. competition from other countries, political circumstances, and economic conditions). The impact of marketing culture and its dimensions should be assessed with different types of measures, not only financial oriented ones. Further, some dimensions might exert their impact over organizational performance indirectly through their impact on other dimensions of marketing culture.

Jordanian restaurants' managers should acknowledge their responsibilities for developing a suitable marketing culture within their organizations. This requires a pragmatic approach (Gainer and Padanyi, 2005) that entails applying several training programs suitable to employees' needs, in addition to activating several marketing programs, mechanisms and systems that can lead to the development of marketing culture. In relation to this paper's findings, training in Jordanian restaurants should focus on time management, personal development, communication skills, creative thinking, and customer service. While training should be given to all restaurants' employees, special attention should be paid to employees in direct interaction with customers, i.e. front-line employees. Managers are also responsible for creating relevant structures, systems and programs that enable marketing culture development. For instance, organizational structure should be leaner and less centralized to allow for better communication and increased individual authority and initiative. Further, information systems should support needed information about customers and markets. In addition, customer relationship management and performance evaluation programs should provide better assessment of services and suggest new avenues for improvement. Managers should continuously monitor the extent of marketing culture, and its dimensions, for its impact over business practices and marketing strategy formulation and implementation.

In addition to the above, managers should lead by example; they should be creative, excellent communicators and show genuine interest in customers. This could require managers themselves to engage in training and personal development. Finally, managers should anticipate and face any resistance that might take place to marketing culture development. Such resistance might be associated with other managers and employees characteristics (e.g. formalistic, autocratic, non-communicative), or it could stem from organizational structure and systems (e.g. centralized organizational structure) (Biloslavo and Trnavcevic, 2011).

9. Contributions

The aim of this research was to reveal the dimensions of marketing culture and examine their effects on tourism restaurants performance in Jordan. The research has contributed to the marketing culture literature in different ways. This research is a result of further research opportunities provided by the extant academic literature of marketing culture and business performance. From an academic perspective, the majority of previous research examined and found six dimensions of marketing culture; meanwhile the marketing culture dimensions are found to be seven in this study. This finding holds important implications since it reveals the fact that marketing culture is beyond the boundaries of marketing department and functions,

rather it is an organizational function and is affected by an organization's culture itself not marketing *per se*. The new marketing culture dimension, management-front-line interaction, has exerted a strong effect on performance, adds to the contribution of this study. From an empirical perspective, this is the first research effort devoted to test the marketing culture dimensions and examine their effects on tourism restaurants performance in Jordan. Executives and managers can benefit from these findings while designing their marketing culture strategies and programmes to achieve long-term objectives. Such empirical findings are not available at their hands before this research. For instance, innovativeness, management-front-line interaction, and organization have exerted major effects on the research model and their paths are the strongest in the empirical model. This indicates that restaurants management should focus on these dimensions as major drivers of marketing culture as well as improving the other ones. From an international marketing perspective, international tourism organizations that are planning to expand their operations in Jordan's tourism industry have now valuable empirical evidence regarding marketing culture. Currently, international tourism organizations have results in their hands to make the right marketing and managerial decisions as well as designing marketing culture strategies to achieve a long-term success in the Jordanian market and in the Arab Region at large.

10. Limitations and future research

Research limitations exist as a result of research design trade offs. Theoretically, we have examined only six components of marketing culture as proposed by the original developer (Webster, 1990). A potential fruitful area of future research is to examine if there are other components of marketing culture that could affect performance. For instance, marketing/market orientation and customer service are potential elements of marketing culture. Empirically, our research results are industry limited; Jordan's tourism restaurants. This indicates that our findings cannot be generalized to other service industries without further examination. An area of future research is to replicate our research model on other service industries (inside and outside the tourism industry) as well as conducting comparative studies with other industries in developed and developing countries. A further limitation is that, although the marketing culture dimensions have been adopted from previous literature, there could be other factors that affect the practice and components marketing culture and business performance. Future research endeavor could examine antecedents (e.g. internal marketing) and consequences (e.g. internal service quality) of marketing culture. In the same vein, our research has examined the effect of marketing culture on business performance measured by financial measures. Future research could examine the potential effect of marketing culture dimensions on business performance measured by other performance measures such as marketing/customer measures and internal measures, e.g. processes and innovation abilities. Finally, from a methodological perspective, our research has investigated the concept and dimensions of marketing culture from managers and employees perspectives. However, future research may examine marketing culture and its dimensions as well as their potential effect on customer satisfaction and loyalty from customers' perspectives.

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Further reading

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Appendix

Code	Marketing culture measurements and items	References
<i>Service quality (SQ)</i>		
SQ1	Restaurant specifically defines what exceptional service is	Webster (1990, 1993, 1995), Appiah-Adu and Singh (1999)
SQ2	Restaurant top management is committed to providing exceptional service	
SQ3	Employees meet the restaurant's expectations	
SQ4	Restaurant systematically and regularly measures and monitors employees' performance	
SQ5	Employees focus on customer needs, desires and attitudes	
SQ6	Restaurant places emphasis on employees' communication skills	
SQ7	Employees give attention to detail in their work	
SQ8	Employees believe that their behavior reflects the restaurant's image	
<i>Interpersonal relationships (IR)</i>		
IR1	Restaurant is considerate about employees' feelings	Webster (1990, 1993, 1995), Appiah-Adu and Singh (1999)
IR2	Employees are treated as an important part of the restaurant	
IR3	Employees feel comfortable in giving opinions to top management	
IR4	Managers have an "open" door policy	
IR5	Management interact with front-line employees	
<i>Selling task (ST)</i>		
ST1	Restaurant places emphasis on hiring the right people	Webster (1990, 1993, 1995), Appiah-Adu and Singh (1999)
ST2	Restaurant provides skill based and product knowledge training to front-line staff	
ST3	Employees pursue new business aggressively	
ST4	Restaurant encourages creative approaches to selling	
ST5	Restaurant gives recognition to high achievers in selling	
ST6	Employees enjoy pursuing new accounts	
ST7	Restaurant rewards employees better than its competitors with incentives to sell	
<i>Organization (OR)</i>		
OR1	Each employee is well organized	Webster (1990, 1993, 1995) Appiah-Adu and Singh (1999)
OR2	Careful planning is a characteristic of every employee's daily routine	
OR3	Employees prioritize their work	
OR4	Employees' work area is well organized	
OR5	Each employee manages time well	
<i>Internal communication (IC)</i>		
IC1	Restaurant has an approved set of procedures and policies which is given to each employee	Webster (1990, 1993, 1995), Appiah-Adu and Singh (1999)
IC2	Supervisors clearly state what their expectations are of other	

Table AI.
Research constructs
measurements and items
(continued)

MIP
32,7

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Code	Marketing culture measurements and items	References
IC3	Each employee understands the mission and general objectives of the restaurant	
IC4	Front-line staff are encouraged to become involved in standard-setting	
IC5	The restaurant focuses efforts on training and motivating employees	
IC6	Management share financial information with all employees	
<i>Innovativeness (IN)</i>		
IN1	All employees are receptive to ideas for change	Webster (1990, 1993, 1995),
IN2	Restaurant keeps up with technological advances	Appiah-Adu and Singh (1999)
IN3	Restaurant is receptive to change	
<i>Restaurant performance (FP)</i>		
FP1	Achieving restaurant's profitability volume	Day and Wensley (1988),
FP2	Achieving restaurant's sales volume	Doyle (1995), Appiah-Adu
FP3	Achieving restaurant's return on investment	and Singh (1999), Vorhies and
FP4	Achieving restaurant's market share rate	Morgan (2005)

Table A1.

Note: Items SQ4, SQ6, ST7, and IC6 were deleted during EFA due to weak factor loadings

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