

*Full Length Research Paper*

# **An empirical assessment of the relationship between organizational culture and contemporary marketing practices in organizations in Khyber Pakhtunkhwa, Pakistan**

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**This paper assesses the relationship between organisational culture and contemporary marketing practices of a sample of organisations in Peshawar and Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. The survey questionnaire which received 136 responses related to organisational culture and contemporary marketing practices. Statistical package is used to examine the goodness of the fit. Results indicate that differences in national cultures call for differences in marketing practices since the Peshawar organizational culture is different from Dera Ismail Khan. The differences between the two cities marketing practices are discussed. The paper concludes by following some guidelines for Khyber Pakhtunkhwa, Pakistan organizations to take into consideration to strengthen their levels of performance.**

**Key words:** National culture, organizational culture, contemporary marketing practices.

## **INTRODUCTION**

Many undeveloped regions realize that in order to compete all over the world they must not only understand concepts, they must implement them. However, these concepts assume a buyer's market and many undeveloped regions are characterized as a seller's market (Miller, 2004). This has far-reaching implications in transferring the Peshawar style marketing philosophy and know how into these businesses. It is useful to perform research in this part of the region because it provides an interesting comparison of advanced concepts in emerging markets. It is well established in the literature that the Punjab, based on Hofstede (1991) classification, it is classified as low power distance, low uncertainty avoidance, individualistic, masculine and short-term oriented (Arshad, 2003). Applying Hofstede's model in this part of the world up to certain level will complete this literature in (Khyber Pakhtunkhwa) Pakistan. Dera Ismail Khan is a good choice for the test of the transferability

theory. On the key national culture dimensions most associated with relationism (power distance, uncertainty avoidance and individualism or collectivism), this region is classified as the polar opposite of the Peshawar. Research in this part of the world will provide insight into the transferring of contemporary marketing and management practices.

## **Research development**

The literature on the patterns of contemporary marketing practices on the dimensions of organizational culture, national culture and contemporary marketing practices can be distributed into the following:

## **Organizational culture approaches**

Imperative support has been made to the marketing literature as a result of recognizing research problems from a variety of organizational culture paradigms;

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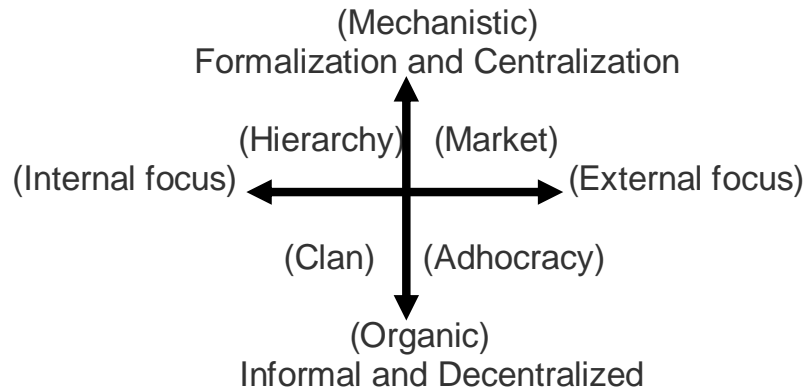


Figure 1. Model of organizational culture types (Quinn, 1988).

comparative marketing management focal point on the notion of standardization versus customization of international marketing curriculums. Instances of research so as to have already been completed surrounded by this paradigm comprise of Deshpande et al. (1993) in which the authors match up to customer orientation and innovativeness in the background of corporate culture between United States and Japanese organizations. The preponderance of the literature falls within the setting of the next paradigm that is contingency marketing management. New-fangled subject matter includes the degree of differentiation of the marketing department within an organizations and its impact on marketing to top management (Ruekert and Walker, 1990). Researches in marketing cognition have studied sources of organizational conflicts connecting marketing and other departments (Barclay, 1991). Those who study personal selling could greatly expand the body of knowledge in the paradigm of 'marketing symbolism'. The substance in this paradigm is the socialization of organizational members. An illustration of this in the literature is Williams and Attaway (1996). The authors looked at customer orientation as a mediator or organizational cultures influence on buyer-seller relationships. The fifth paradigm 'structural or psychodynamic' have an appealing application to do historical research. This would be a technique in the direction of communicate technique through means of archival statistics to understand how an organization mature; in chiefly organizations that the majority assume of seeing that marketplace driven (Miller, 2004). Organizational structuring rests within the contingency marketing management pattern. Quinn and Rohrbaugh in 1983 initiate the groups of values fashioned dimensions dependable by means of past research in other disciplines. A common situate of dimensions systematizes the issues on both a psychological and organizational level and as a result leading to a model of culture types (Figure 1). There are four significance

dimensions of organizational culture: degree of centralization plus degree of formalization plus organizational means and ends and the relative organizational focus.

The first value dimension is correlated to organizational structure in terms of level of participation in decision making. The second value dimension is also related to organizational structure, despite the fact that the stress is on the level of stability versus the level of flexibility. The third value dimension is related to organizational focus and from an internal and micro emphasis on the well being and development of people in the organization and to an external and macro emphasis on the well-being and development of the organization itself (Quinn and Rohrbaugh, 1983). The final value dimension is related to organizational means and ends and from an emphasis on important processes (planning and goal setting) to an emphasis on final outcomes (Quinn, 1988). The means or ends dimension is contingent on the organizational structure resulting from the first three value dimensions.

### National culture approaches

The national culture of the country within which an organization is based will impact how a company operates and the home state is a significant environmental factor for the company. Research has shown that people pay attention to interpret and retain information based on their values plus assumptions and expectations. Different assumptions and values lead to different ways of looking at the same thing (Sims, 2000). These cultural differences will then influence managers and employees in important aspects that need to be understood if an organization is to be effective in another culture. National culture influences organizational cultural values (Newman and Nollen, 1996). One can see the relationship between the cultural values as established by Hofstede and the organizational cultural values

established by Quinn and Rohrbaugh (1983) work and it is well established in the organizational literature that the managers' values are formed from external influences which include culture plus political system plus economic system plus market volatility plus pace of technological change plus market heterogeneity and internal influences such as age of company and size plus market volatility plus technical system and international experience (Lambkin and Day, 1989). The semblance flanked by the national culture and the organizational culture and contemporary marketing practices has an incredible manipulate on transferability and implementation (Newman and Nollen, 1996). It is an innermost organizing principle of employees indulgent of work. Hofstede's five cultural dimensions were used to empirically examine the effect of congruence. He examined the fit between the cultural dimension and the management practices.

Hofstede tested the relationship between power distance and participative work units and uncertainty and established rules and directions and individualism or collectivism and responsibility and masculine or feminine and merit based reward practices and long or short term orientation and long or short term outlook. Newman and Nollen (1996) successfully established that a fit between organizational practices and national culture would lead to higher performance.

### Contemporary marketing practices

There are three perspectives on the issue of relationship marketing. The first approach adds a relationship dimension to the traditional marketing management approach. Pels (1999) referred to as the 'marketing mix-plus' perspective. The next perspective suggests moving away from transactional marketing to a new relational marketing paradigm (Gummesson, 1994). The final view is that transactions and relational exchanges exist at opposite ends of a continuum (Gronroos, 1991). The contemporary marketing practices (CMP) group proposes a new paradigm. The group recognizes the limitations of the three above perspective because of their failure to recognize that the contemporary business environment allows for more than one approach. The CMP group stresses the importance of the role of environmental factors, the buyer and seller's perception of it and the impact of the environmental factor on the exchange. Brodie et al. (1997) and Coviello and Brodie (1998) go on to propose that relationship marketing has three dimensions: database marketing, interaction marketing and network marketing. In Coviello et al. (1997) work developed a classification scheme that organizes the various views. This classification scheme was derived from their research that focused on relational exchange and management issues. In their analysis, they identified two general perspectives: transactional exchange and relational exchange. Encompassed within the two perspectives are four distinct types of marketing:

transaction marketing, database marketing, interaction marketing and network marketing (p: 509).

### Problem statement

The problem focused in this study is "identification and critical assessment of national culture influence on organizational culture and contemporary marketing practices with particular focal point on Peshawar and Dera Ismail Khan Region".

### Objective of the study

The research objectives of this study would be:

- 1) To build up on the notion of contemporary marketing practices as proposed by Coviello et al. (1997) by looking at it in a two city study in KPK (Pakistan).
- 2) To examine the degree to which national culture have an effect lying on organizational culture and make use of contemporary marketing practices. Parallel to its wide-ranging objectives the study would be intended to present the respond to the subsequent research issues.
- 3) Are executive practices within organizations in Peshawar and Dera Ismail Khan elastic and flexible?
- 4) What are the entrepreneurial approach regarding individualism plus collectivism?

### RESEARCH HYPOTHESIS

In the light of the problem statements and objectives of the research topic the following hypothesis are outlined:

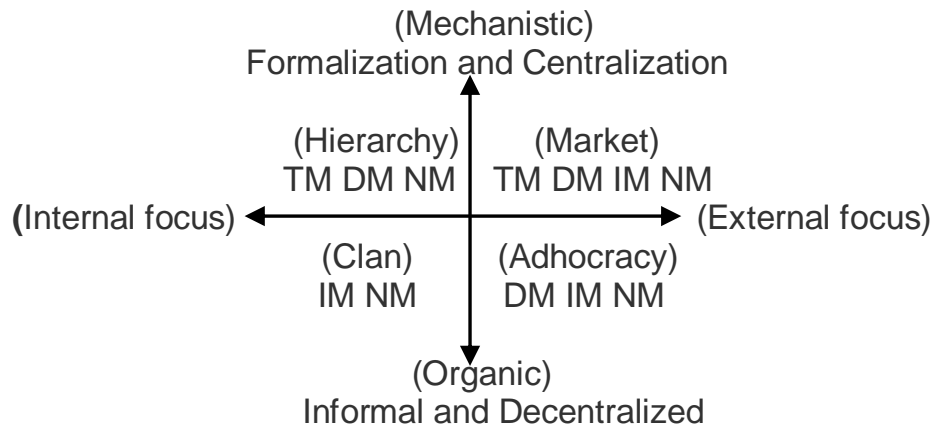
H1: The organizations in cities like Peshawar by low power distance plus low uncertainty avoidance score will have more flexible plus organic structure compare to organizations in cities like Dera Ismail Khan by a high power distance plus high uncertainty avoidance score.

H2: The organizations in cities like Peshawar by high power distance plus high uncertainty avoidance score will have more mechanistic structure compare to organizations in cities like Dera Ismail Khan by low power distance and low uncertainty avoidance score.

H3: The organizations in cities like Peshawar by high individualism score will be more externally focused compare to organizations in cities like Dera Ismail Khan by low individualism score.

H4: The organizations in cities like Peshawar by high collectivism score will be more internally focused compare to organizations in cities like Dera Ismail Khan by low score collectivism.

Figure 2 is a graphical picture of H1 to H4.



**Figure 2.** Association of organizational culture and contemporary marketing practices (Miller, 2004). Transaction marketing (TM), database marketing (DM), interaction marketing (IM) and networking marketing (NM).

## METHODOLOGY OF THE STUDY

The questionnaire was utilized, which integrated a segment used to categorize the organization and a segment that outlined marketing practices. The instrument for this study came out from the established organizational culture scale of Deshpande et al. (1993) (Table 1) and the marketing practices scale came from the work of Coviello et al. (1997) (Table 2), the authors developed an instrument to revise contemporary marketing practices (transactional, database, interaction and networking marketing). Covelo (1998) carried out cross national research of these marketing practices in five countries that is New Zealand Canada Sweden Finland and Ireland. Victoria (2004) studied the contemporary marketing practices used by organizations with different culture types in the United States and Cote d' Ivories. Yet, this same instrument has not been used for studying Pakistani organizations. The respondents were taken from the cities of Peshawar and Dera Ismail Khan. A sampling technique (Table 3) of high profile 160 correspondents both male and female in the age group of 25 to 60 years was selected from a catalog of the local chamber of commerce (Table 4) respondents' organization) from both Peshawar and Dera Ismail Khan. All respondent received a copy of the questionnaire. Fifty one (51) usable surveys were obtained from Dera Ismail Khan. Eighty five (85) usable surveys were obtained from Peshawar. The firms ranged in size from three employees to 1000 employees. In order to test the hypotheses an independent sample t-test was performed.

## ANALYSIS AND DISCUSSION

### Scale reliability

The reliability of measure is a sign of the consistency and stability by means of which the instrument measures the concept and assists to review the "goodness" of a measure. Cronbach's alpha (it is a test of the consistency of respondent answers to all the item in a measure and to the degree that item are independent measure of the same concept as they will be correlated to one another) is a reliability coefficient that specifies how well the items

in a set are positively correlated to one another. Cronbach's alpha is computed in terms of the average inter-correlations among the items measuring the concept. The nearer Cronbach's alpha is to 1 the higher the internal consistency reliability. The following is the result of the scale reliability of the pooled data from the Peshawar and Dera Ismail Khan (Table 5). The table signifies (Cronbach's Alpha = 0.837) that the scale was practically reliable. In general used threshold is 0.70 and even though this is not an absolute standard and values below 0.70 have been considered acceptable (Hair et al., 1995). The organizational scale is more reliable when the organizational cultures were alienated according to the cultural dimensions of mechanistic vs. organic as compared by means of the four organizational types. This scale was adapted from Deshpande et al. (1993). Subsequently, the scale was examined separately (Tables 6 and 7). It is remarkable to make a note that the reliability in measuring contemporary marketing practices in Dera Ismail Khan on the whole is high and the scale does a fabulous job of measuring organizational cultures; since one can identify, the instrument used in the Dera Ismail Khan has in general higher reliability when measuring organizational culture. One rationale for this could be in that additional care may have been taken when the Dera business people filled out the questionnaire than their Peshawar corresponding persons. Peshawar business people are used to taking part in marketing research contrasting those in developing cities where this nature of involvement is a new notion.

A similarity can be made in the field of advertising. Every advertisement was processed carefully because their communications were viewed as significant. At the present, Peshawari are so used to advertisements and there are a lot of incentives that advertisements often perform as backdrop noise.

**Table 1.** Organisational culture scale (Deshpande et al., 1993).

Item	Item description
My division is very...	<p>Personal: It is like an extended family. People seem to share a lot of them (clan).            Dynamic and entrepreneurial: People are willing to stick their necks out and take risks (adhocracy).            Formalized: Established procedures govern the employees' activity (hierarchy).            Production oriented: Established procedures govern the employees' activity (market).</p>
The head of my division is generally considered to be:	<p>A mentor, sage, or a father or a mother figure (clan).            An entrepreneur, and innovator, or a risk taker (adhocracy).            A coordinator, an organizer, or an administrator (hierarchy).            A producer, a technician, or a hard-driver (market).</p>
The glue that holds my division together is:	<p>Loyalty and tradition: Commitment to firm runs high (clan).            A commitment to innovation and development: There is an emphasis on being first (adhocracy).            Formal rules and policies: Maintaining a smooth-running institution is important here (hierarchy).            An emphasis on tasks and goal accomplishment: A production orientation is shared (market).</p>
My division emphasizes:	<p>Human resources: High cohesion and moral in the firm are important (clan).            Growth and acquiring new resources: Readiness to meet new challenges is important (adhocracy).            Permanence and stability: Efficient, smooth operations are important (hierarchy).            Competitive actions and achievement: Measurable goals are important (market).</p>

**Table 2.** Contemporary marketing practices scale (Coviello et al., 1997).

Item	Item description
Managerial intent	<p>Our marketing activities are intended to:</p> <p>Attract new customers (TM).            Retain existing customers (DM).            Develop cooperative relationships with our customers (IM).            Coordinate activities between ourselves, customers, and other parties in our wider marketing system (NM).</p>
Managerial focus	<p>Our marketing planning is focused on issues related to:</p> <p>Our product/service offering (TM).            Customers in our market(s) (DM).            Specific customers in our market(s) (IM).            The network of relationships between individuals and organisations in our wider marketing system (NM).</p>

Table 2. Contd.

Purpose of exchange	When dealing with our market, our focus is on:	<p>Generating a profit or other “financial” measure(s) of performance (TM)..</p> <p>Acquiring customer information (DM).</p> <p>Building a long-term relationship with a specific customer(s) (IM).</p> <p>Forming strong relationships with a number of organisations in our market(s) or wider marketing system (NM).</p>
Type of contact	Our organisation’s contact with primary customers is:	<p>Impersonal (for example, no individuals or personal contact (TM).</p> <p>Somewhat personalized (for example by direct mail) (DM).</p> <p>Interpersonal (for example involving one-to-one interaction between people) (IM/NM).</p>
Duration of exchange	When a customer buys our products we believe they expect:	<p>No future personalized contact with us (TM).</p> <p>Some future personalized contact with us (DM).</p> <p>One-to-one personal contact with us (IM).</p> <p>Ongoing one-to-one personal contact with people in our organisation and wider marketing system (NM).</p>
Managerial investment	Our marketing resources (for example people, time, money) are invested in:	<p>Product, promotion, price, and distribution activities (or some combination of these) (TM).</p> <p>Technology to improve communication with our customers (DM).</p> <p>Establishing and building personal relationships with individual customers (IM).</p> <p>Developing our organisation’s network relationships within our market(s) or wider marketing system (NM).</p>
Managerial level	In our organisation, marketing activities are carried out by:	<p>Functional marketers (for example marketing manager, sales manager, major account manager) (TM).</p> <p>Specialist marketers (for example customer service manager, loyalty manager) (DM).</p> <p>Non-marketers who have responsibility for marketing and other aspects of the business (IM)</p> <p>The Managing Director or CEO (NM).</p>
Nature of communication	Our market communication involves:	<p>Our organisation communicating to the mass market (TM).</p> <p>Our organisation targeting a specifically identified segment(s) or customer(s) (DM).</p> <p>Individuals at various levels in our organisation personally interacting with their individual customers (IM).</p> <p>Senior managers networking with other managers from a variety of organisations in our market(s) or wider marketing system (NM).</p>

**Table 2.** Contd.

Formality of exchange	When people from organisation meet with primary customers it is:	Mainly at a formal, business level (TM). Mainly at an informal, social level (DM). At both a formal, business and informal, social level (IM/NM).
Overall approach	Overall, our organisation's general approach to our primary customers involves:	Managing the marketing mix to attract and satisfy customers in a broad market (TM). Using technology-based tools to target and retain customers in a specific segment of the Market (DM). Developing personal interactions between employees and individual customers (IM). Positioning the firm in a wider organisational system/network (NM).

**Table 3.** Pilot study.

Pilot study (n)	N	SD	$\sigma^2$	SE(E) = $\sigma/\sqrt{n}$	E <sup>2</sup>	Z@5%	Computed sample sizes
Peshawar = 20	1302	0.71	0.5041	0.15876083	0.025205	1.96	73
D.I. Khan = 15	321	0.67	0.4489	0.17299326	0.02992667	1.96	49
Formula used $\rightarrow [\sigma^2/((E^2/Z^2) + (\sigma^2/N))]$							

**Table 4.** Respondent's organizations (goods and services).

Respondent's organization	Respondent percentage from Peshawar (%)	Respondent percentage from D.I. Khan (%)
Consumer packaged good	21	11
Consumer durable goods	15	4
Industrial goods	4	16
Consumer services	27	35
Business-to-business services	5	7
Not for profit	9	7
Others	6	5

### Analysis of hypotheses

#### Independent samples test

In turn to test the hypotheses, an independent sample t-test was performed. This is suitable for

comparing groups for significant differences. While examining the *t*-test for equality of means, it was founded that significant difference between these two cities at the 0.05 level. The results of the *t*-test are shown in Tables 8 and 9. As may be seen (Tables 8 and 9), the difference in the

means of 3.2151 and 3.3141 with standard deviation of 0.36733 and 0.26086 for the Dera Ismail Khan and Peshawar on clan organization is significant ( $p = 0.069$ ). There is no significance difference found in the hierarchy and adhocracy culture while comparing the means for the two

**Table 5.** Scale reliability statistics: Organisational cultures and contemporary marketing practices (pooled data).

		<b>N</b>	<b>Percentage (%)</b>
Cases	Valid	136	100.0
	Excluded <sup>a</sup>	0	0.0
	Total	136	100.0
N of Items			8
Cronbach's Alpha			0.837

a) List wise deletion based on all variables in the procedure.

**Table 6.** Scale reliability statistics: Organisational cultures and contemporary marketing practices (Peshawar respondents).

		<b>N</b>	<b>Percentage (%)</b>
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	0.0
	Total	85	100.0
N of items			8
Cronbach's Alpha			0.831

a. List wise deletion based on all variables in the procedure.

**Table 7.** Scale reliability statistics: organisational cultures and contemporary marketing practices (Dera Ismail Khan respondents).

		<b>N</b>	<b>Percentage (%)</b>
Cases	Valid	51	100.0
	Excluded <sup>a</sup>	0	0.0
	Total	51	100.0
N of items			8
Cronbach's Alpha			0.834

a) List wise deletion based on all variables in the procedure.

cities. In case of hierarchy the difference in the means is 3.4126 and 3.4539 with standard deviation of 0.31437 and 0.14835 for Peshawar and Dera Ismail Khan respectively ( $p = 0.303$ ). In case of adhocracy the difference in the means is 3.3182 and 3.3149 with standard deviation of 0.04821 and 0.04677 for Peshawar and Dera Ismail Khan in that order ( $p = 0.699$ ). Organizations with market culture exhibit significant difference while testing for equality of means with mean value of 3.2611 and 2.8244 with standard deviation of 0.26929 and 0.15661 for Peshawar and Dera Ismail Khan correspondingly ( $p = 0.000$ ). Transaction marketing practices display no significant differences as Tables 8 and 9 figures shows, concurrently in database, interaction and network marketing significant differences were found when examining the means of contemporary marketing

practices for Peshawar and Dera Ismail Khan. It is apparent from the aforementioned findings that differences are brought into being in the clan and market cultures in stipulations of database, interaction and network marketing. In other words there are no significant differences in the organic cultures but it is found in mechanistic cultures, as a result H1 is not accepted. On the other hand H2 cannot be accepted also for the reason that when examining the means, we see that hierarchies are more common in Dera Ismail Khan and markets are more common in the Peshawar. As mentioned before the difference in markets is significant and practiced more in the Peshawar compare to in Dera Ismail Khan.

In Dera Ismail Khan more organizations have the characteristics of adhocracies which are externally



**Table 8.** T-test results: Testing for significance between Peshawar and Dera Ismail Khan organisational cultures and contemporary marketing practices.

Independent samples test		Levene's test for equality of variances		t-test for equality of means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
									Lower	Upper
Clan	Equal variances assumed	0.431	0.513	1.833	134	0.069	0.09902	0.05402	-0.00782	0.20585
	Equal variances not assumed			1.687	80.453	0.096	0.09902	0.05870	-0.01780	0.21583
Hierarchy	Equal variances assumed	9.318	0.003	-0.879	134	0.381	-0.04125	0.04692	-0.13404	0.05154
	Equal variances not assumed			-1.033	128.244	0.303	-0.04125	0.03993	-0.12025	0.03775
Adhoc	Equal variances assumed	0.023	0.880	0.387	134	0.699	0.00327	0.00845	-0.01343	0.01997
	Equal variances not assumed			0.390	107.950	0.697	0.00327	0.00838	-0.01334	0.01988
Market	Equal variances assumed	1.614	0.206	10.552	134	0.000	0.43676	0.04139	0.35490	0.51863
	Equal variances not assumed			11.958	133.909	0.000	0.43676	0.03652	0.36452	0.50900
TM	Equal variances assumed	0.076	0.783	1.350	134	0.179	0.07965	0.05900	-0.03705	0.19634
	Equal variances not assumed			1.374	111.415	0.172	0.07965	0.05795	-0.03518	0.19448
DM	Equal variances assumed	0.149	0.701	2.041	134	0.043	0.11047	0.05412	0.00343	0.21751
	Equal variances not assumed			1.981	95.710	0.050	0.11047	0.05576	-0.00022	0.22116
IM	Equal variances assumed	0.081	0.777	8.983	134	0.000	0.53292	0.05932	0.41559	0.65025
	Equal variances not assumed			9.004	106.171	0.000	0.53292	0.05919	0.41558	0.65026
NM	Equal variances assumed	28.209	0.000	10.023	134	0.000	0.50241	0.05013	0.40327	0.60155
	Equal variances not assumed			12.249	113.192	0.000	0.50241	0.04102	0.42115	0.58367

focused. As a result H3 cannot be accepted. Even though it is appropriately assessed that the organizations in Dera Ismail Khan are more the internally focused compare to those in the Peshawar, these differences are not significant. Hence H4 cannot be accepted. It is indispensable to formulate a note down that the relationship marketing mechanism of database, interaction

marketing and network marketing are significantly dissimilar within the two cities and are supplementary established within Peshawar.

### CONCLUSIONS

This study attempted to conclude national cultures

manipulate on the structures of organizations contained by that of Peshawar and Dera Ismail Khan in Khyber Pakhtunkhwa, furthermore it was required en route for deciding whether national culture has an influence lying on management stratagem. This study indicates the significant impact of national culture on how companies work. Albeit there are a small number of people

**Table 9.** T-test results: Comparing Peshawar and Dera Ismail Khan organisational cultures and contemporary marketing practices.

		Group statistics			
	City	N	Mean	Std. deviation	Std. error mean
Clan	Peshawar	85	3.3141	0.26086	0.02829
	D.I. Khan	51	3.2151	0.36733	0.05144
Hierarchy	Peshawar	85	3.4126	0.31437	0.03410
	D.I. Khan	51	3.4539	0.14835	0.02077
Adhoc	Peshawar	85	3.3182	0.04821	0.00523
	D.I. Khan	51	3.3149	0.04677	0.00655
Market	Peshawar	85	3.2611	0.26929	0.02921
	D.I. Khan	51	2.8244	0.15661	0.02193
TM	Peshawar	85	3.4416	0.34173	0.03707
	D.I. Khan	51	3.3620	0.31812	0.04455
DM	Peshawar	85	3.4406	0.29125	0.03159
	D.I. Khan	51	3.3302	0.32814	0.04595
IM	Peshawar	85	3.7836	0.33605	0.03645
	D.I. Khan	51	3.2507	0.33302	0.04663
NM	Peshawar	85	3.3806	0.34539	0.03746
	D.I. Khan	51	2.8782	0.11926	0.01670

who have calculated business practices and methodology within the Pakistan, additionally national culture within Peshawar still plays dependability in accomplishment and carrying the information in the direction of their particular cities. Despite the fact that an organization's city atmosphere is imperative, the internal organizational culture is of essence while looking into the issue of the applicability of marketing notions. In distinguishing the individual Organizations that cleave to the character of more than one culture type and concentrating on the scale, it was determined that Peshawar organizations show evidence of accompanying market and adhocracy characteristics trail by hierarchy and clan. On the other hand, Dera Ismail Khan Organizations are in support of more market and adhocracy characteristics as compared to the other organizational types, clan and hierarchy characteristics. In developed countries like Japan and United States the organizations is mark from highest to lowest business performance in accordance with organizational culture type, as both of these countries are industrialized. This study determined that the market culture characterized by its substance on competitive advantage and market superiority is probable to result in the preeminent business performance, in a more general sense; the organizational prominence on external

positioning over internal maintenance is likely to be related by means of stronger performance.

Generally speaking the organizations that are more externally focused are higher performing. This type is most common in the Peshawar. Paradoxically it is the least common characteristic in Dera Ismail Khan. In due course it will be alluring to keep an eye on the organizational changes as the city turns out to be cost-effectively. The primary inquest is: will the organizations transform from being more internally focused to becoming more externally focused?

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