



# **Investigating the Impact of Corporate Culture on Relational Marketing**

## **(Case Study: Selected Subsidiaries of Saipa in Tehran)**

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### **Abstract**

The main purpose of this study is to investigate the relationship between corporate culture and affiliate marketing at Saipa Company. The statistical population of this study is all employees and managers of Saipa subsidiaries based in Tehran. The sample of the study consisted of 9 people who were selected by simple random sampling. Questionnaire was used for data collection and its validity was confirmed by content analysis. The significance of the relationship between the independent variables (corporate culture dimensions) and the dependent variable (relational marketing) were tested by Pearson's correlation method and the significance of all relationships was confirmed. Regression test was used to investigate the simultaneous effect of independent variables. The results showed that all three types of separation, quasi-separation and zero correlation for teamwork with marketing variable were more than commitment and after commitment more than consequentialism.

**Key Words:** Corporate Culture, Relational Marketing, Teamwork, Saipa Automotive Company

### **Introduction**

Companies have become the main socio-political force of our time, with the contemporary triumph of their culture and the pursuit of wealth creation. At the beginning of the 21st century, 51 of the world's top 100 economies were corporations, not countries. The world was involved in sales higher than GDP in the world's poorest 46 countries. The combined sales of 200 top companies exceeded the combined economy of all 10 countries except for the Big Ten and was responsible

for more than a quarter of the world's economic activity. The power and scope of boundless influence for companies to control markets, prices, jobs, salaries Retirement, the news, the world of medicine, food, water, communications, transport and environment, corporate culture has power. However, the application does not fall within the broader social interest. In the modern era, the service sector has undergone such changes that it has never experienced before in a history that has had a profound

impact on both industry structure and the nature of competition. Not surprisingly, in this turbulent environment, with accelerating changes, service and financial institutions have been forced to change their way of responding to the market: less focused on products and more focused on customers and competitors, rather than short-term, long-term vision. They have taken the time. The intensity of competition and its complexity have forced many companies to adopt a new marketing worldview, namely "relational marketing". Relational marketing is about building, maintaining, and strengthening strong relationships with customers and other stakeholders (Cutler, 2000: 670). The evidence of the last two decades indicates the research efforts that have created a literary structure in support of relational marketing. In addition, recent findings call into question some of the basic assumptions of relational marketing theory. In fact, some researchers have found that transaction-based strategies may be of some benefit to some companies.

### **Theoretical foundations of affiliate marketing and corporate culture**

#### **Definition and Concept of Relationship Marketing:**

In general, Gomson (1999) stated, "Communication requires two parties to interact with each other." For example, the basis of marketing communications is between the provider (service) and a customer. Grunus (2000) believes that a relationship develops when all customers, or ultimately the most important ones, are

contacted and interactions are made. Relational marketing requires establishing, maintaining and, if necessary, terminating customer relationships, so that the goals of both parties involved in the relationship are met. Therefore, organizations must create the communication and interactive processes needed to establish a relationship (Rashid, 2003: 742).

Relational marketing encompasses both offensive and defensive strategies. Offensive marketing is about attracting new customers, which includes attracting potential customers or persuading and attracting competing customers. Defensive marketing, on the other hand, is about defending market share and protecting valuable customers.

#### **Relevant marketing components and factors**

(2005) have considered relational marketing as a one-dimensional structure consisting of six key factors as follows:

##### 1) Trust

Trust is a central variable in long-term relationships. Morgan and Hunt (1994) have examined trust as a key structure in the relational marketing model. Increased trust between the buyer and the seller leads to greater productivity and longer-term relationships.

##### 2) Link creation

Bonding is another component of the business relationship that is created between the two parties (buyer and seller) and plays a role in the fabric of a fabric to achieve the desired goal. The presence of this component in relational marketing promotes



and enhances customer loyalty and directly creates a sense of belonging and indirectly a sense of belonging to the organization. Studies by Wilson and Malaney (1986) show that: The stronger the bond between buyers and sellers, the greater the commitment to maintain the relationship.

### 3) Communication

These are formal and informal transactions that exchange meaningful and timely information between the buyer and the seller. A. Anderson and Ners (1990) have argued that communication plays an important role in building trust. Morgan and Hunt (1994), in a study they conducted, described the positive and informal impact of relationships on the creation of a commitment between the retailer and the main dealer in the auto industry (Sean et al., 2005: 188-187).

### 4) Shared Value

Shared value is the shared beliefs of the parties about the behaviors, goals, and policies, whether relevant or insignificant, appropriate or inappropriate, true or false. The existence of shared goals and values creates greater commitment to the relationship.

### 5) Empathy

This relational marketing component allows each party in the relationship to examine the situation from the other party's perspective. Empathy is really about understanding the other party's wishes and goals. Empowerment is an essential condition for strengthening the relationship between the parties.

### 6) Interaction

Elise (1993) stated: Relational marketing is characterized by interactions and long-term commitments (Sean et al., 2005: 188-187). The Chinese believe that the interaction can be based on the individual characteristics of the customer so that the service provider creates special services and services for customers to compete with other market segments (competitors) (Yu et al., 2000: 18).

## **Corporate Culture (Definition, Its Components and Functions)**

### **Definition of corporate culture:**

Almost all scholars refer to corporate culture as a set of shared values, beliefs, beliefs, assumptions, and norms that govern the organization. In fact, corporate culture is what is being taught to newcomers as a genuine phenomenon and represents the unwritten and tangible part of the organization.

### **Corporate Culture Components:**

1. Personal creativity: The amount of responsibility, freedom of action, and independence that individuals have.

Risk taking: The extent to which people are encouraged to take the initiative, undertake risky activities, and make them ambitious.

3. Leadership: The extent to which the organization identifies the goals and functions expected to be achieved.

4. Integrity: The degree or degree to which units within the organization operate in a coordinated manner.

- 5- Management support: The degree or degree to which managers communicate with, support, or support their subordinates.
- 6- Control: The number of laws and regulations and the amount of direct supervision that managers apply to the behavior of individuals.
7. Identity: The degree or degree that individuals represent the whole organization (and not the particular group or discipline in which the individual specializes).
8. Reward system: The degree or degree to which the remuneration method (ie, salary and promotion) is based on the performance indicators of employees, not on the basis of background, party play, and such.
9. Compromise with the phenomenon of conflict: The degree or degree to which people are encouraged to construct conflict and to be receptive to open criticism.
10. Communication Pattern: The extent or degree to which organizational communication is restricted to the hierarchy of formal requirements (Robbins, 2006: 382).

### **Functions of Corporate Culture**

In fact, corporate culture is what is being taught to newcomers as a genuine phenomenon and represents the unwritten and tangible part of the organization.

1. Organizational culture empowers employees with organizational identity.
2. Organizational culture facilitates group commitment.
3. Organizational culture encourages social system stability.

4. Organizational culture helps to shape employee behavior.

5. Organizational culture affects the tasks and manner of management performance.

Organizations are culturally distinct:

1. Organizations with strong cultures, members of organizations, are committed to the core values and assumptions of the organization.

2. Organizations with poor culture, general agreement, and a sense of commitment to the organization among members are low.

### **Research background**

Samadyan Moghaddam, Morteza (2011), Model Design to Explain the Moderating Role of Consumer Personality Characteristics in Relationship Marketing in Apparel Stores. The basis of previous related research has been proposed and developed for future researchers, and the personality traits studied include neoliberalism, diversity seeking, relational tendency, extraversion, and neuroticism. Ray is studied. Finally, all but one of the effects related to adjustment based on statistical analysis were confirmed. Nourbakhsh, Seyyed Kamran et al. (2011), The purpose of this study was to investigate the effect of influencing factors on relational marketing in complete buyer-seller relationships. In this study, marketing strategies are examined from two perspectives. The first approach is marketing mix marketing (marketing marketing). Transactional marketing is defined as a short-term approach that focuses only on current transactions. The second approach is relational marketing, which focuses on key customers and emphasizes a long-term



attitude. The results of this study showed that among the factors influencing the affiliate marketing from the sellers point of view, the three factors of seller communication assets, dissatisfaction, social / personal links have influence on the buyer-seller relationship tendency and in addition to the above factors, buyer communication assets And lack of seller innovation also has an impact on the buyer-seller relationship.

Salar Jamshid et al. (2012), in his article titled, Investigating the Relationship (Customer Relationship Management) in Relationship Marketing has discussed the importance of Relationship and Relationship Management and has referred to Relational Marketing as a tool for gaining competitive advantage. In today's competitive world, customers are at the forefront of companies' attention and their satisfaction is a key factor in gaining the competitive advantage of organizations. Gaining competitive advantage should pay high attention to customers their needs (better than competitors) have this paper seeks to determine the position of management is to maintain customer relationship marketing relationship.

Sobhani Menareh (2010) "Determining the Role of Gender in Investigating the Impact of Relationship Marketing Strategy on Customer Loyalty in Neyshabour Travel Agencies. Based on the Endobysical Research Model, Hypotheses were Defined and Explained. The research showed that the four variables of trust, commitment, conflict management, and communication affect customer loyalty to the agency concerned, and gender moderates only the relationship

of trust - loyalty and commitment - loyalty and the relationship of conflict management - loyalty and communication - loyalty. No significant effect.

Aaron Sharma (2006) conducted a study entitled "Key Customer Success Factors". In this study, the independent variables mentioned in Peeley and Sharma's (2003) paper, "In Perfect Relationships, Why Does Communication Attitude Become a Trading Attitude?" Used. That explains the same factors affecting affiliate marketing about the factors influencing success within companies for strategies applied to key customers. In this study, key customers of a data consulting firm were collected. The result is that seller communication assets increase the success of strategies applied to key customers. Buyers' dissatisfaction reduces key customer success programs and increases personal / social links, increases the success of these programs, and environmental changes are negatively associated with the success of key customer strategies.

Mario Jesus et al. (2014), in his research paper, proposing a social unity success model for a relational marketing perspective: a meta-analytic study of the fundamentals of theory, believe that it has become widely accepted. For NGOs (partnerships between businesses and NGOs to collaborate on complex social issues, the goal is to benefit from two types of organizational rationale for cross-value production. Many of these alliances have proven to be unsuccessful. But anyway, to help managers and improve the likelihood of success in their shared relationships, the author is a successful

model Has proposed (proposed) a relationship of business processes based on marketing theory, and has also conducted a theoretical basis analysis of the model hypothesis through a meta-analysis of existing literature.

Lucio Blaga (2013) states in his research that the purpose of this article is to present a detailed application of the factor analysis technique in the field of relational marketing. Exploring comprehensive

sources on the concept of customer loyalty is an important variable in conducting relational marketing. Loyalty is defined by its two dimensions of behavioral and attitudinal; and the second dimension is understood through three psychological components: emotional, cognitive, and behavioral. Loyalty is measured by the four items that are reduced statistically and semantically to two items without heavy data loss.

**Research methodology**

The purpose of this research is applied and developmental, and data type is descriptive or non-experimental and correlation.

**Research model and variables:**

Based on the model (Wang & Feng, 2009; Bernfeld, 2010), Table 1 can be presented for the model and the research variables.

**Table 1. Components, dimensions of variables and questions related to research components**  
**Components Variables Dimensions Question Number Source**

Components	Variables Dimensions	Question Number	Source
Corporate culture	team work	1 to 5	Wang and Feng
	Flexibility	6 to 20	Wang and Feng
	obligation	21-28	Wang and Feng
	Consequentialism	34 to 36	Wang and Feng
	Innovation	37 to 43	Wang and Feng
	the trust	44 to 53	Wang and Feng
Relationship Marketing	Relationship Marketing	29 to 33	Arthur et al

Source: Research Findings

**Research hypotheses:**

The main hypothesis of this study is:  
 The main hypothesis: There is a significant relationship between corporate culture and marketing related to Saipa. Therefore, to test the main research hypothesis, the sub-hypotheses are designed as follows:

First sub-hypothesis: There is a meaningful relationship between trust and related marketing.

Second sub-hypothesis: There is a meaningful relationship between commitment and marketing.

Third sub-hypothesis: There is a significant relationship between teamwork and marketing.



Fourth sub-hypothesis: There is a meaningful relationship between innovation and related marketing.

Fifth sub-hypothesis: There is a significant relationship between flexibility and marketing.

Subsidiary Hypothesis 6: There is a significant relationship between conclusions and marketing.

### **Statistical population, sample and sampling method**

The statistical population of this study is all employees of Saipa subsidiaries based in Tehran (1500 people). The sample size of the research is 306 people based on simple random sampling based on Cochran formula.

### **Statistical analysis of data (testing hypotheses)**

#### **Reliability and normality check of research variables**

In the first step, to check the reliability of the questionnaire, 30 questionnaires were distributed. The reliability and validity of the questionnaire for pilot value was 88%. This indicates high reliability of the questionnaire, which for a sample of 306 equals 91.4 Percentage.

Also, according to Kolmogorov-Smirnov test for all variables at error level less than 5% p-value greater than 0.5 and have high normality. This means that the data of this variable are in the normal state and we can use parametric tests and regression tests.

#### **Testing research hypotheses:**

##### **Testing the main research hypothesis:**

According to the Pearson correlation coefficient test and the significance level of this test for the main hypothesis of the research which is less than 5%, it can be said that between the corporate culture variable and the marketing related to 100% probability, there is a significant relationship with the intensity of There is 0/74.

**Table 2. Pearson correlation coefficient test for meaningful expression**

	<b>confidence</b>	
<b>Relationship Marketing</b>	.402 ** Pearson's correlation coefficient	.000 level of significance

**Source: Research Findings**

#### **Regression Analysis of Research Model:**

To use linear regression, the data need to be normal. Since all of our variables are in the normal state, we are therefore allowed to use regression for the data. The following table shows that after estimating the general model of research based on the relationship

between corporate culture and affiliate marketing, the correlation between the two independent and dependent variables is very good and strong, considering the multiple correlation coefficient ( $R = .701$ ). On the other hand, considering the model coefficient of determination (.652), the

independent variable plays a high role in explaining the variance of the dependent variable. In other words, the model can fit the data well. In the table above, the adjusted coefficient is .587, indicating that

the independent variable explaining the dimensions of participatory culture is 52.3% of the dependent variable marketing related variables.

Table 4. Summary model

Summary model				
Model	R	squared correlation coefficient	adjusted standard deviation	error coefficient of estimation
1	.701 <sup>a</sup>	.652	.587	.523

Source: Research Findings

Table 3. Analysis of variance

Analysis of variance					
Model	sums of squares	degree of freedom	mean of squares	F	level of significance
Regression	198.272	6	41.118	89.108	.000
Remaining	105.278	270	.299		
Total	296.423	305			

Source: Research Finding

Therefore, considering the results of regression test and analysis of variance and Pearson correlation coefficient, H0 research hypothesis that there is no meaningful relationship between dimensions of participatory culture of marketing behavior and reject H1 research hypothesis of meaningful relationship between dimensions of participatory culture and marketing behavior Relationships are accepted.

Table 5 also presents the results of the research model estimation based on the variables and components of the associated marketing and corporate culture. With the help of the table above the error level below the percent, we observe that, at the same time, only the relationship between teamwork dimension, commitment and outcome, and the relevant marketing variable is significant, and the relationship

between the other dimensions of corporate culture and the related marketing variable. , Meaningless. The value of all three types of separation, quasi-separation and zero correlation for teamwork is related to marketing variable more than commitment dimension and commitment dimension more than consequentialism dimension.

Also, according to the following table, the width of the source for all variables is .226. Below we see the regression model equation or the variable marketing equation associated with each of the dimensions of collaborative culture.

$$\text{Relationship Marketing} = -.176 + 302 (\text{Teamwork}) - .176 + .337 (\text{Commitment}) - .176 + .125 (\text{Conclusionism})$$



## **Results and Suggestions**

### **Results**

Based on the main hypotheses of the research, analysis of variance as well as fitting the research regression model the following results can be presented.

- 1- There is a significant relationship between trust and affiliate marketing.
  - 2- There is a significant relationship between commitment and related marketing.
  3. There is a significant relationship between teamwork and affiliate marketing.
  4. There is a significant relationship between innovation and related marketing.
  5. There is a significant relationship between flexibility and affiliate marketing.
  6. There is a significant relationship between the resultant and the related marketing.
  7. There is a significant relationship between corporate culture and related marketing.
- (Main research hypothesis)

### **Suggestions**

According to the main research hypothesis, it can be said that with the intensification of competition among companies in finding customers for their products and services as well as increasing customer power in today's competitive world, Saipa should not only seek to attract new customers but also maintain And keeping in mind previous customers and building strong relationships with them should also be considered. Therefore, to achieve this goal, it needs to identify its corporate culture with more customers.

According to the first hypothesis, it can be said that Saipa's senior executives can increase the trust (which is positively and significantly related to marketing) among internal and external customers by: Timing, setting short-term goals, scheduling, challenging employee-rewarding tasks, a positive work environment, regular training and feedback, interacting with managers, balancing work-life balance and equity and justice.

Based on the acceptance of the second hypothesis, it can be stated that the top managers of the company try to seek the opinions of the employees on different issues of the organization. The company must be customer-oriented and in practice show that it is concerned about delivering the right quality of customer service and strives to deliver. Act honestly in your communication with your organizations and business partners.

Based on the acceptance of the third hypothesis, it can be stated that the top executives of Saipa Company should undertake the following steps to increase teamwork (which is positively and significantly related to marketing): Purpose, order and hard work

Based on the acceptance of Hypothesis 4, it can be stated that in order to increase innovation (which is positively and significantly related to marketing), senior executives of Saipa Company should take the following steps: Establish flexibility and reform performance evaluation system, delegate Authority, information, setting goals and expectations, encouraging risk-

taking, creating the right atmosphere and stability and policy in creativity

Based on the acceptance of the fifth hypothesis, it can be said to improve flexibility through decentralization and adoption of flexible structures, promoting a culture of transformation and modernization, focusing on group activities and a culture of participation, delegating authority to organizational personnel, relying on training as a tool. Importantly, training and training personnel in various skills, investing in modern and modern hardware technologies, using flexible production systems to adapt to changes in composition and type of orders, employing flexible production support systems to adapt to changing orders. Establishing a production system Virtualization, the use of appropriate standards and protocols for the exchange of inter-organizational information, the use of modern information and communication systems and technology to facilitate timely communication between partner organizations, integrating distributed components including customers, suppliers and partners in virtual organizations.

Based on the acceptance of the sixth hypothesis, it can be stated that according to the results of the data analysis, the following suggestions can be given priority in order to enhance the conclusions and tendency towards relationship marketing.

## **Conclusion**

Since Saipa Company is a semi-private company and profit making is the main objective of Saipa Company, Saipa Managers should:

- Each year, they should clearly state the extent of the benefits and benefits that the company should achieve.
- Managers should consider appropriate rewards by encouraging employees to achieve the stated few goals for each unit.
- Managers should also keep in mind the motto of the internal staff, in which the company achieves a higher priority over the process and methods of work.
- Managers of the company are suggested to be punished for poorer results than the stated few goals.

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