Analyzing the Effectiveness of Marketing Culture Dimensions on Restaurant Performance

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Abstracts

The marketing culture is essential for improving performance in the highly competitive restaurant industry. It investigates the effectiveness of marketing culture dimensions on the performance of restaurants in the competitive restaurant industry. The data was gathered from 298 respondents of managers and employees across 48 restaurants using a structured questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to evaluate the connections between these constructs. The measurement model assessment was validated using indicators such as Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The structural model assessment investigation's strategy hypothesized connections were also tested using evaluations of five structural path frameworks. The findings demonstrate that all five dimensions of marketing culture positively and significantly impact restaurant performance. Sales strategy had the strongest influence, followed by innovation potential, quality of service, organizational structure, and leadership-staff collaboration. All hypothesized relationships were supported with significant path coefficients, T-values, and p-values. The study emphasizes the importance of a robust marketing culture in enhancing restaurant performance and suggests that restaurant managers should prioritize the development of effective sales strategies and foster innovation within their marketing culture.

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Introduction

Marketing culture refers to the systems of beliefs and practices adopted in the promotion of an organization's products to the market. Specifically, it is an essential part of the general corporate culture since it defines how the company's marketing strategies are planned and processed, as well as their acceptance within and outside of the organization [12]. Fundamentally, the marketing culture always captures the willingness of the organization to approach the customers and understand them while encouraging new ideas and the persistence of a definite image. A strong marketing culture always places significant emphasis on customer focus and guarantees that marketing activities are done with the understanding of the clients [8]. Creativity is another element in an organization where the staff is encouraged to be creative and take risks concerning the marketing strategies. New channels, tools, and methods can be introduced by overcoming competitors and meeting the new demands on the market. Brand identity is also strongly connected to the notion of marketing culture based on the express declaration of the company's values, mission. This assists in developing well-coordinated and effective marketing messages that are appealing to the consumer and that create brand preference [4]. It could be concluded that marketing culture is one of the main catalyzes for how well a firm can convey a message on the company's value proposition and how audiences react to it. This means that it defines not only the scope and direction of future marketing efforts but also the implementation of these initiatives and the effect that such marketing efforts would have on an organization's business success and resultant positioning within the competitive market space [1].

The organization's marketing culture has the greatest impact on restaurant performance since it determines how restaurants interact with their customers and handle their brands. Such dimensions include; customer focus, innovation, brand equity, service delivery, and staff commitment. Conversely, consumer orientation is concerned with the satisfaction of consumer needs and wants [5]. The last dimension to consider is innovativeness, which refers to the marketer's propensity to trial and use new techniques and tools. Social innovation in restaurants means that establishments that promote the culture of innovation will attract attention and market forces, hence expanding and taking a better position [2]. Brand identity refers to the ability of a restaurant to present and distinguish itself and communicate this to its target audiences as per the requirements of a specific market. Finally, the last area of focus is employee engagement, which captures the level of motivation and participation from employees that is required to convey the restaurant's marketing message effectively and also to provide a satisfactory customer experience [16]. When people are engaged, they do their best to provide the services they are offering, hence improving the unity of the branded services. Combined, these dimensions of marketing culture impact distinct elements of restaurant performance; the financial results, customers' satisfaction, and restaurant's market positioning. By catering to these dimensions, the restaurant business will likely advance the achievement of the dominant aims and objectives in

a saturated economy [15]. The objective of this investigation is to evaluate how different elements of marketing culture affect the performance of restaurants and determine which factors are most important for success.

Related works

The connection between organizational structure, knowledge-sharing practices, employee trust, and innovation in service throughout restaurants was examined in research [13]. Information gathered from 180 eateries demonstrated the positive relationships between trust and innovation in service, organizational structure, and information exchange. The organizational framework and knowledge-sharing practices influence the beneficial impact of trust on creativity.

The effect of online participation on casual dining restaurants' performance was investigated in [10]. It indicated that while metrics differ between channels and campaigns, they all offer noteworthy advantages. The results assist marketers in choosing social media channels that work well for them and in putting together cost-effective marketing campaigns.

The connection among marketing effectiveness, self-efficacy, and innovation in medium- and small-sized restaurants was examined in research [11]. Results indicated that while entrepreneurial self-efficacy favorably affects sales, earnings, and client numbers, innovation has an important effect on marketing effectiveness.

The exchange of information and creativity in cross-cultural restaurant groups, research[14] focused on cultural intelligence (CQ) as a team-level variable. The findings indicated that high CQ teams share more data and were given higher ratings for innovation, which were mediated by CQ.

Research [9] examined the relationship between managers' views of profitability, operational effectiveness, and service quality. It found those managers' views of quality dimensions particularly the ones that emphasize tangibles, certainty, and empathy have a big impact on economy and profitability.

The effect of local business culture, entrepreneurial mentality, and service distribution method on restaurant company success was examined in [3]. According to the findings, management procedures were mostly unaffected by the entrepreneurial approach, while company profitability was dramatically impacted.

Paper [18] investigated the correlation between quality of restaurant service and electronic word-of-mouth (eWOM) interaction, behavioral intention, and contentment of local tourists. The correlation between eWOM and service quality characteristics and satisfaction was moderated by the restaurant setting, according to the results.

The connection between cultural values and brand equity in international restaurant marketing tactics was investigated in research [7]. Three research frameworks were created to examine how social and cognitive processes affect cultural values. Recognition of a brand and prestige were social process characteristics that lessen customer uncertainty and help to better comprehend cultural values.

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The effect of online advertising technologies on the viability of the restaurant business was examined in [17]. The competitiveness of the sector was found to be greatly influenced by online branding, social media, post-service quality, and internet marketing. There was demonstrated by using the asset-process efficiency approach and SEM method. The study has consequences for policymakers and practitioners.

Employing the competing values framework, article [6] examined how company culture affects hotel exporting and long-term profitability. There was a negative association between degrees of outsourcing and hierarchical and development cultures, according to a survey conducted among hotels. The results emphasized how crucial corporate culture is in defining hotel strategies and long-term viability.

Hypothesis development

The study's independent variables (IVs) include sales strategy, organizational structure, innovation potential, leadership-staff collaboration, and quality of service. These factors reflect several aspects of marketing culture that are thought to have an impact on restaurant performance. Restaurant performance is the dependent variable (DV) that measures how successful and effective the restaurants are overall. The research intends to ascertain how different facets of marketing culture affect the performance of restaurants through an examination of the correlations among these dependent factors and independent variable. The framework of the conceptual diagram is shown in Fig 1.
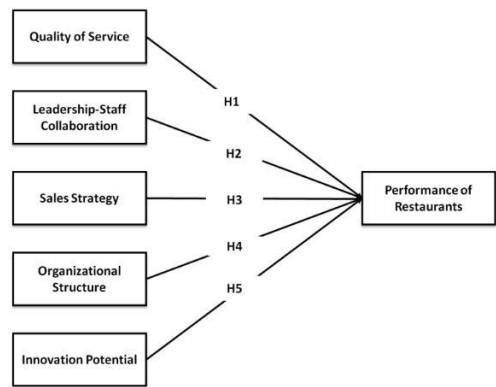

Fig 1 The conceptual structure

H1: Quality of service (QS), a dimension of marketing culture, positively influences the overall performance of restaurants (PR).

H2: Leadership-staff collaboration (LSC) as a dimension of marketing culture positively influences the overall performance of restaurants (PR).

H3: A well-defined Sales Strategy (SS) within the marketing culture significantly enhances the performance of restaurants (PR).

H4: Organizational Structure (OS) within the marketing culture significantly enhances the performance of restaurants (PR).

H5: Innovation Potential (IP) as part of the marketing culture positively and significantly contributes to the performance of restaurants (PR).

Methodology

Study sample and population

Out of 120 tourism restaurants, 61 were offering various types of food and drinks. However, only 48 of those restaurants consented to take part in the questionnaire. The study aimed to explore the significance of dimensions of marketing culture and their impact on performance from the employees' viewpoints within these 48 restaurants. Although the sample size of 298 was adequate for multivariate data analysis, the limited participation of only 48 restaurants restricted the researchers' ability to include all 61 restaurants in the data collection. The study was conducted by distributing paper copies of the survey questionnaires for study to the 48 participating restaurants.

Questionnaire administration and data collection

Using a Likert five-point scale, 1 meant "Favorable " and 5 meant "Less Favorable" large or close competitors, managers provided their responses. The 48 restaurants received 480 surveys in all, 320 of those were returned. Of the questionnaires that were returned, 298 were deemed legitimate and suitable for data analysis, accounting for 93.13% of the total. Managers and staff members both participated in filling out the survey. The research questionnaire, based on marketing culture and performance, included a 30-item scale for measuring marketing culture dimensions. Table I shows the features of the research sample.

Table I Features of the Research Sample

Sample Features	Frequency	(%)
Gender		
Men	204	68.46
Women	94	31.54
Age		
< 24 years	31	10.4
25-29 years	127	42.6
30-34 years	69	23.2
35-39 years	42	14.1
> 40 years	29	9.7
Roles		
Manager	207	69.46
Employee	91	30.54
Working Experience		
< 1.5 year	32	10.73
2-4 years	82	27.52

5-7 years	70	23.49
8-10 years	44	14.77
> 11 years	70	23.49
Educational Level		
Secondary school and less	58	19.5
Bachelor degree	114	38.3
Master degree	121	40.6
Postgraduate degree	5	1.6
Total	298	100

Statistical evaluation

The investigation's statistical analysis was carried out using PLS-SEM to evaluate the relationships between various dimensions of marketing culture and restaurant performance. The measurement model results demonstrated strong reliability and validity of the constructs, with all Cronbach's alpha and composite reliability scores more than the recommended threshold of 0.70, indicating great internal coherence. The convergent validity was also confirmed by the AVE scores that were higher than 0.50 for every construct. By contrasting every construct's square root of the AVE to its correlations with other constructs, the Fornell-Larcker criterion was utilized to establish discriminant validity and ensure that each construct is unique.

The direction and intensity of the correlations among marketing culture variables and restaurant performance were despite the path coefficients (β scores) in the structural framework. The robustness of the performance was confirmed by the statistical significance of all routes, with T-values > 1.96 and p-values < 0.001. These outcomes highlight how the main marketing culture elements are influencing restaurant performance, such as sales strategy, quality of service, leadership-staff collaboration, organizational structure, and innovation potential.

Result evaluation

Using SmartPLS 4 software, PLS-SEM approach was used to assess the outcomes. In this research, the model was estimated at two different levels: one is the structural model evaluation, which looked at the links between the constructs and another one is the model of measurement evaluation, which assessed validity and reliability of components.

Results of Measurement Model

The outcomes of the method of measurement suggest a thorough evaluation of the validity and reliability of the investigation's constructs. The scores of Cronbach's alpha and composite reliability are the main markers of internal coherence. Every construct in this research is higher than the suggested cutoff point of 0.70 and it indicates that the items within every element reliably evaluate the desired variables. Using Cronbach's Alpha = 0.85 and Composite Reliability = 0.90, the Quality-of-Service construct in particular shows strong internal consistency. The constructs' validity is further supported by the AVE. A considerable amount of the variance in each construct's indicators is explained by AVE values higher than 0.50. It can be confirmed that strong convergent validity exists because every element, including leadership-staff collaboration (AVE = 0.65), sales strategy (AVE = 0.72),

organizational structure (AVE = 0.68), and innovation potential (AVE = 0.70), match this condition. Table II shows the findings of the model of measurement. These outcomes guarantee the reliability and validity of the measuring scales, which appropriately capture the many facets of marketing culture.

Table II Result of Measurement Model

Construct	Quality of Service	Leadership-Staff Collaboration	Sales Strategy	Organizational Structure	Innovation Potential
Cronbach's Alpha	0.85	0.80	0.83	0.79	0.82
Composite Reliability	0.90	0.88	0.89	0.87	0.90
Average Variance Extracted (AVE)	0.70	0.65	0.72	0.68	0.70

Discriminant Validity (Fornell-Larcker Criterion)

To make sure that each construct is unique from the others, applying Fornell-Larcker criteria, the components' discriminant validity is evaluated. The diagonal values in this study correspond to every construct's square root of the AVE. These values are important because they should be higher than the construct correlations, which are displayed in the off-diagonal cells. In contrast to its relationships with other elements, such as 0.45 with leadership-staff collaboration and 0.50 with sales strategy, the quality of service construct has a square root of AVE value of 0.70. Table III shows the result of discriminant validity. This suggests that Quality of Service can be considered a separate concept. By having AVE square roots that are greater than inter-construct correlations, all other constructs' discriminant validity is also validated. The fact that the constructs measure distinct facets of marketing culture is supported by the strong diagonal values in comparison to the off-diagonal correlations.

Table III Results of Discriminant Validity

Construct	Quality of Service	Leadership-Staff Collaboration	Sales Strategy	Organizational Structure	Innovation Potential
Quality of Service	0.70	0.45	0.50	0.48	0.52
Leadership-Staff Collaboration	0.45	0.65	0.40	0.42	0.46
Sales Strategy	0.50	0.40	0.72	0.49	0.55
Organizational Structure	0.48	0.42	0.49	0.68	0.50
Innovation Potential	0.52	0.46	0.55	0.50	0.70

Structural model assessment

Hypothesis test

The findings of the structural model clarify on the connections between different aspects of the performance of restaurants and the marketing culture. Path coefficients (β) scores quantify the direction and strength of these relationships. One example of a strong positive impact on performance is shown by the (β) from sales method to restaurant performance, which is 0.50, the highest of all the dimensions. This implies that improving sales tactics can greatly improve the

performance of restaurants. These path coefficients' statistical significance is evaluated by the T-values, which are obtained through bootstrapping. T-values above 1.96 are regarded as significant in this context at the 5% level. For example, the T-value for quality of service is 7.32, suggesting a substantial positive influence and the T-value for sales strategy is 8.11, reflecting an enormous impact on performance. P-values further confirm the significance of these relationships; all paths have a p-value of less than 0.001, underscoring the robustness of these effects. Additionally, leadership-staff collaboration ($\beta = 0.38$, T-value = 5.89) and innovation potential ($\beta = 0.47$, T-value = 6.67) both exhibit significant positive impacts on restaurant performance. Overall, these results validate the importance of the various dimensions of marketing culture in enhancing the performance of restaurants. Fig 2 shows the structural path framework of path coefficient (β) findings. Table IV shows the outcomes of the hypothesis path framework.
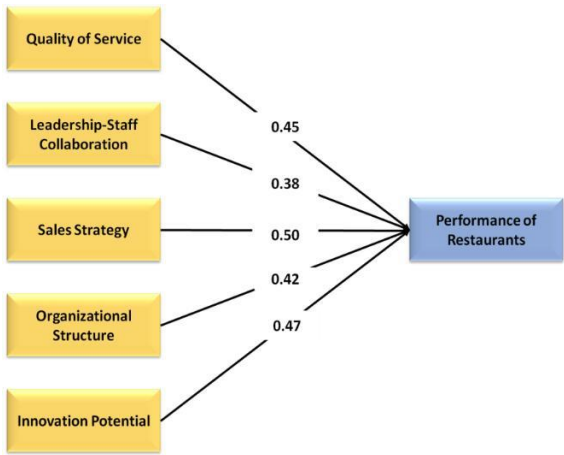

Fig 2 Result of Path Coefficient (β)

Table IV Results of the Hypothesis Path Framework

Hypothesis path	Path Coefficient (β)	t-Value	p-Value	Result
Quality of Service → Performance of Restaurants	0.45	7.32	<0.001	Supported
Leadership-Staff Collaboration → Performance of Restaurants	0.38	5.89	<0.001	Supported
Sales Strategy → Performance of Restaurants	0.50	8.11	<0.001	Supported
Organizational Structure → Performance of Restaurants	0.42	6.01	<0.001	Supported
Innovation Potential → Performance of Restaurants	0.47	6.67	<0.001	Supported

The study's components have excellent validity and reliability, as confirmed by the measurement model analysis. Strong internal consistency is indicated by values of Cronbach's alpha and composite reliability that are> 0.70. Convergent validity is supported by Average Variance

Extracted (AVE) scores > 0.50. The Fornell-Larcker criteria results validate discriminant validity by demonstrating that each concept measures distinct aspects of marketing culture uniquely. All variables have considerable effects on restaurant performance, according to the hypothesis testing, with sales strategy having the greatest impact.

Discussion

Hence, the research findings of this investigation show that various dimensions of marketing culture do affect positively the performance of restaurants. All of the postulated hypotheses relating to the identified aspects of the marketing culture to the performance of restaurants were endorsed and this has confirmed the relevance and significance of Quality of Service, leadership-staff synergy, sales approach, structure, and innovative capacity in meeting the challenges of the demanding restaurant environment.

With a very significant $t = 7.32$ and $\beta = 0.45$, Quality of Service (QoS) was found to be an important component. This emphasizes the necessity it is for restaurants to provide top-notch service if they want to increase their performance. Given that QoS has a positive and significant effectiveness on performance, restaurants should target outstanding service as part of their advertising approach to draw in and keep patrons.

With $\beta = 0.38$ and $t = 5.89$, leadership-staff collaboration (LSC) also showed a considerable beneficial influence on restaurant performance. Thus, the obtained result underlines the importance of developing such an organizational culture in which managers and employees can work hand in hand. Such cooperation results in an increase in the general level of performance through the improvement of customer appeal as well as internal processes.

The most significant dimension was found to be sales strategy (SS), which had $t = 8.11$ and the highest $\beta = 0.50$. This research suggests that effective management of restaurants greatly relies on well-articulated and implemented sales strategies. It means that restaurant performance can be boosted several times by presenting a purely sales-oriented perspective about clients, promotions, and prices.

It was also discovered that Organizational Structure (OS), with a $t = 6.01$ and a $\beta = 0.42$, significantly enhances performance. This implies that the effectiveness and efficiency of the restaurant are hinged on order in an environment that is evidently in need of structural order. Organizational structure brings in better relationships, clarification of roles and responsibilities, hence a better performance.

Lastly, the positive benefit to restaurant performance was shown by Innovation Potential (IP), which had $t = 6.67$ and $\beta = 0.47$. This suggests that in so far as restaurants are concerned, the probability of success is higher where marketing innovation pervades every triangle. For instance, developing unique selling points, product development, or technological advancement are some of the ways that restaurants can compete and meet new clients' needs.

As from the research study, it is seen that various factors of marketing culture greatly affect the success of restaurants. This research has significant consequences for restaurant managers and owners: it underlines the need for enhancing the specified facets of the marketing culture. Restaurants need to improve efficiency and sustain themselves in the long run through quality

service delivery, innovation, the right sales methods, order and systematic work, and staff cooperation.

The study's conclusions are further supported by the excellent validity and reliability of the measurement model, which is indicated by the strong composite reliability, Cronbach's alpha, and AVE scores. The study's constructs are robust and distinct due to discriminant validity, which bolsters the distinctiveness of each marketing culture dimension.

Conclusion

Research emphasizes the important role played by marketing culture dimensions in the performance of restaurants. Through the respondents across from restaurants data and conducting PLS-SEM on this data, the study established that all investigated dimensions, including the quality of service; innovation potential, sales strategy, organizational structure, and leadership-staff collaboration have a significant effect on restaurant performance. Of these, the sales strategy made the biggest impact and therefore the element can be deemed as the most significant. Cronbach's alpha, composite reliability and AVE tests used in the validation procedure of assessment in measurement model helped to conclude accuracy and reliability of the analysis. These findings imply the imperative of restaurant managers to pay adequate attention to sales-driven strategies and innovation for performance. Therefore, the outcomes of this research will be useful to managers in the restaurant industry to enhance operations strategies to have a competitive edge. Even though the investigation was carried out on marketing culture, the following areas were not captured subsequently that could have an impact on restaurant performance namely market trends, economic factors, and competition factors. However, there is a need for further research with the inclusion of other factors apart from marketing culture that could explain the changes in restaurant performance and therefore general business performance.

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