“Effect of organizational climate on marketing performance: an analysis of the perception of marketers in the banking sector of North Cyprus”

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Effect of organizational climate on marketing performance: an analysis of the perception of marketers in the banking sector of North Cyprus

Abstract

This study seeks to verify if the performance of marketers within the banking sector of partially recognized nations follows a similar pattern observable for marketers in banking sectors of widely recognized countries when subjected to certain organizational climatic conditions. A seven point Likert scale questionnaire was administered to a sample of marketers from the banking sector of Northern Cyprus. The findings reveal that, while certain organizational climatic conditions triggered low performance levels in widely recognized nations, they had no effect on the performance levels of marketers in partially recognized nations due especially to the fact that such organizational climate is normal in such countries and thus has no power to influence a low performance outcome on the part of marketers.

Keywords: marketing, marketing management, marketing performance, organizational climate, management, banking industry, Northern Cyprus.
JEL Classification: M12, M30, M31.

Introduction

Drawing from the field of psychology, an organization's climate comprizes all of the factors present within the work environment of a worker which influences the worker's perception of his workplace and reflects his attitude towards work and the organization in general. Extant body of management literature regarding organizational climate has sought to provide a comprehensive and succinct definition of organizational climate, and the more literature reviewed, the more apparent it becomes that the way in which this concept has been defined and measured varies across disciplines and research themes (Gregory et al., 2009; House et al., 1971; James and Jones, 1974). Despite the presence of multiple definitions, one definition appears to be very common among the entire body of extant literature. This definition views organizational climate as an atmosphere shaped by the perceptions of a worker with regard to his actual work condition which specifically includes his perception of the characteristics of the organization for which he works, and the dynamics of his/her working relationship with his/her coworkers while carrying out his duties (Churchill, Ford and Walker, 1976). From these common features evident in most definitions of organizational climate, one can deduce that the climate of an organization is conceptually different from, and can be a causative or moderating factor in the observed ways and manners through which a worker views and predisposes him/herself to the organization perceptually (Churchill, Ford and Walker, 1976). In turn, the observed predisposition, attitudes and affective evaluations workers perceptually have about their jobs and the environment within which they work can also be a causative or contributing factor to their level of performance within their organization. This last point is buttressed by the work of Göksu (2011), whose review of literature while studying the impact of organizational climate on new product development revealed that there appears to be a consensus in the findings from several prominent studies in the organizational climate/marketing performance literature – such as the works of Eberhardt and Shani (1984) and Leroy, Palanski and Simons (2012) who are of the opinion that organizational climate affects marketing performance by either creating a bond amongst marketing employees where cooperation and collective achievement is fostered, or divides marketing employees such that marketing employees compete amongst each other. In other words the way a marketing employee perceives the climate within his or her work environment by virtue of the cohesive or divisive elements present within it, will determine his or her attitude towards the organization, which in turn affects the degree to which he performs his marketing duties. Literature further reveals that one product of an organization's climate which certainly affects an employee's attitude towards the organization is job satisfaction (Churchill et al.). Churchill et al. note that literature had consistently posited that the nature of an employee's perception of the organizational climate of the company he or she works for determines the level of satisfaction he or she derives from his or her job, citing (Friedlander and Marguiles, 1969; Jonannensson, 1973; Likert, 1967; Pritchard and Karasick, 1973) in the process. Despite the general findings among the extant body of literature as to the impact of perceptions of organizational climate on the performance of workers, it is important to note that most of these findings from extant literature cannot be generalized to all employees. This is buttressed by Downey et al.,

(1974, p. 235) who noted that "a climate conducive to one function in an organization may be incongruent for another in terms of job satisfaction and/or performance". Thus it can be said that since none of these existing studies focused on understanding how perceptions of organizational climate affects the performance of marketers within the banking sector, especially within partially recognized countries such as Northern Cyprus, and thus findings from extant literature may not be applicable in the aforementioned sector and geographic environment. This study aims to fill this gap in literature and it is expected that findings from this study will go a long way in contributing to the organizational climate/performance literature evidence from the banking sector and from a unique geographical and economic context.

However, before we proceed, it is pertinent to further review literature on the general and commonly accepted constituent factors that make up an organization's climate, as well as constituent factors that determine marketing performance.

1. Further literature review

According to Campbell et al. (1970) as cited by Churchill et al. (1976) in measuring organizational climate, there are four common factors usually applied, and these factors invariably held to be the core constituent factors that shape the way organizations are perceived, include (a) the degree of autonomy available to every employee within which to carry out his or her job, (b) the degree of structure within which a position held by an employee must be carried out, (c) the overriding philosophical framework within which the organization's management motivates its employees – also known as the organization's reward orientation, and finally (d) the degree of interpersonal relationships within the organization – a factor which determines the degree of conflict, warmth and interpersonal rapport observable among workers and between workers and their supervisors.

Working within the framework of the four factors postulated by Campbell et al. (1970), Churchill et al. (1976) derived seven climate variables not only consistent to the four factors, but also carefully determined and selected to effectively mirror the intrinsic qualities and characteristics of the job marketers perform thereby making it possible to observe and recommend actions easily applicable by marketing managers and which have direct implications to the marketing function. The seven climate variables propounded and tested by Churchhill et al. (1976) are presented in four distinct categories: supervisory variables, authority structure, demand for innovativeness, and interpersonal variables. However, they presented one additional category – the experience category, as a mediating variable. Because this research work adopts these seven determining variables of an organization's climate, a brief explanation of each of them is presented in the ensuing paragraph.

Supervisory variables refer to the style or method by which managers within an organization supervise lower level staff. The importance of these variables is that they determine the degree of autonomy which employees are granted in performing their jobs; how rigid or flexible their working conditions are and helps predict the type of employee-supervisor relationship that exists within an organization. Three variables make up the supervisory variables and they include: (a) closeness of supervision, (b) amount of influence employees have in determining the standards with which they are supervised and the frequency of communication between marketers and marketing managers. Taken individually, closeness of supervision is the variable which determines the degree to which an employee is supervised. It entails the determination of how structured an employee's job is, how intensely and frequently his job is monitored and guided. Extant literature such as the works of Fleishman and Harris (1962), Kaczka and Kirk (1968), Levy and Powell (2000) posit that in various institutions and occupational areas, the perception of the effects of close supervision on employees' perception of the organization's climate, has consistently been negative. On the other hand, the study of Hellriegel and Slocum (1974) finds that employees perceive organizations and occupations which are non-structured and non-routine as having the best supervisory climates, and generally have a positive perception on close supervision and when supervisors help structure their work activities. Generally, a marketer's job often has less structure and bestows upon the individual greater autonomy than most other occupations within an organization. This is because the job entails engagement in non-routine activities and responding to occasionally non-routine demands by customers. Thus it is safe to say that a marketer's job is less structured and non-routine, and given evidence from literature shown in the preceding section, it should be expected that marketers will view close supervision positively and positively perceive the guidance of supervisors in helping them structure their work. Literature also suggests that marketers also view close supervision as influential in helping them understand the different operational and reward policies deployed by their organizations which enables them feel more comfortable with the organization, invariably leading to higher performance on the part of the individual marketers.

The second supervisory variable 'influence in determining standards' refers to the degree to which employees are allowed to participate in deciding the standards upon which supervisory activities should take place. In some organizations, these standards are determined exclusively by top management, while in others, they are determined using a participative approach. A lot of previous studies reveal that employees are more positively disposed towards policies whose formulation they participated in. This is because participating in influencing policy helps them understand and appreciate the policies, the standards and the actions of their supervisors as well as standards of compensations and promotions. The above point is buttressed by Campbell et al. (1970), Coch and French (1948), Levy and Powell (2000).

Finally, the frequency of supervision is a component of the supervisory variables which extant literature posits to be about the frequency with which marketers communicate with their managers. Extant literature is of the conclusion that the more frequent the communication between marketers and their managers, the better the marketers are able to understand the organization's policies, standards for supervision as well as standards for disbursing compensations, promotions and other similar benefits.

A fourth variable among the seven variables which determine the organization's climate is the authority structure. It is concerned with the structure of authority within a firm and the position of the marketing employee within the structure. The structure and most especially its chain of command can go a long way in determining the degree of autonomy which a marketing employee enjoys as well as the degree to which he is confined or restrained in the accomplishment of his task. Churchill et al. (1976) mentioned that the amount of departments in an organization which must approve, reject, adjust or influence a marketer's activity, such as how a product can be sold can affect the autonomy of the marketer. From the examination of extant literature, it can be concluded that the greater the amount of individuals or departments which can influence a marketer's job, the lesser the degree of autonomy he has to perform his task in a manner he/she deems fit. The resulting perception such an employee is likely to have is that of the organizational climate being restrictive in nature – a perception that may influence how he approaches his or her task and by extension the performance of the marketer.

The degree to which innovation is demanded of employees is another variable which determines the work environment and organizational climate of organizations. For marketers, this includes the occasional requirement to provide innovative marketing solutions to marketing problems which are often non-routine in nature. At least, successful marketers are required to exhibit some degree of creativity in the effective pairing of customer needs with available products as well as in the development of sales promotions and related activities. Conclusions from extant literature reveal that the higher the degree of innovativeness required of a marketing employee, the lower his/her positive disposition towards the organization, and this is because in most cases innovation is only required when the organization has no policies or guidelines in place to meet the requirements for handling a non-routine task (Churchill et al., 1976).

Another group of variables which influences a marketer's perception of an organization's climate, is the interpersonal variables. These variables are related to the very nature of a marketer's job, which is defined by the numerous demands and expectations of other individuals within the firm who either are affected by the marketer's activities or affect them directly (Churchill et al., 1976). Some of these individuals include his/her supervisors, colleagues, the operations managers and etc. Situations in which the marketer is uncertain about the expectations of some or all of these stakeholders with regard to what he is expected to do, how he is expected to do it and how his performance will be evaluated can significantly affect a marketer's performance negatively and eventually his perception of the organization's climate (Churchill et al., 1976). Another source of concern to the marketer is the presence or perception of multiple and often contradictory and conflicting demands from different stakeholders (Churchill et al., 1976; Schneider, 1972). Thus extant literature posits that role ambiguity and role conflict are two key interpersonal variables which immensely affect the marketer's perception of the organization's climate. In particular previous study reveals that the higher the degree of role ambiguity perception, the lower the performance of the marketer is, and vice versa. Also previous studies note that the higher the degree of role conflict perception, the lower the performance of the marketer is, and vice versa (Churchill et al., 1976).

Finally, despite the different variables presented by extant literature as contributing to a marketer's perception of an organization's climate, a marketer's length of working experience can also serve as a moderating factor in understanding how marketers perceive their organizations. This is because, a long duration of experience shows that the marketer is satisfied with his or her job as unsatisfied workers tend to either leave the organization and work for

another similar firm, or leave the marketing profession entirely, and also marketers who have long years of experience are more likely to be happier with their jobs as experience bestows upon them the opportunity to overcome difficult areas of the job and thus build confidence and thus enhance performance (Churchill et al., 1976). In general however, literature is of the view that the longer the number of work experience the marketer has, the higher his general job satisfaction and thus performance is (Churchill et al., 1976; Schneider, 1972).

Despite the wealth of information available from extant studies concerning the impact of organizational climate on the performance of marketers in other contexts, geographic locations and in established and independent countries, no study has focused on studying the same phenomenon within partially recognized countries with naturally unique and economic realities dependent on a benefactor nation or nations. This study aims to fill this gap in literature by examining the phenomenon within the banking sector of Northern Cyprus – a partially recognized nation economically dependent on Turkey, it's benefactor nation.

2. Methodology

To understand the perception of marketers within the banking industry on the organizational climate of banks within the TRNC, this study tested the implied hypothesis in the previous sections by analyzing data obtained from a seven-point, 33 item Likert questionnaire instrument. The questionnaire was administered to 16 marketers drawn from three local banks in the TRNC. Data retrieved was subjected to response frequency analysis to determine the over all perception of the respondents, while the perceived performance of the respondents was determined by measuring the respondents' perception of their target achievement. The performance perception observed was then compared with the individual organizational climate determining variables. The next section presents detailed explanation of the findings observed.

3. Findings

Descriptive analysis of the data obtained from the data collection process was conducted using the IBM statistical package for the social sciences. In order to adhere to the stipulated space boundary, a summary of key findings from the descriptive and frequency tables is presented in Table 1 below.

Table 1. Response summary on the perception of organizational climate by marketers in North Cyprus

No	Questionnaire statements	Majority response in cumulative %
Supervisory variables: *Closeness of supervision*		
1	In this bank, marketers are closely supervised	100% agreement (81.3% St.A; 18.8% A)
2	A marketer's job in this bank is highly structured, monitored and directed	100% agreement (81.3% St.A; 18.8% A)
Supervisory variables: *Influence in determining standards*		
3	Marketers are allowed to participate in setting supervisory standards	100% agreement (43.8% St.A; 43.8%A; 12.5% Sl.A)
4	Marketing managers solely determine supervisory standards here	62.6% agreement (6.3% St.A; 43.8% A; 12.5% Sl.A)
Supervisory variables: *Frequency of communication*		
5	Back and forth communication between marketers and managers is frequent	87.5% agreement (43.8% St.A; 43.8% A)
Authority structure:		
6	Approval for marketing activities has to come from many departments	100% agreement (37.5% St.A; 56.3% A; 6.3% Sl. A)
7	Multiple authorities influence the job of a marketer in this bank	62.5% agreement (12.5%, St.A; 31.3% A; 18.8% Sl.A)
Demand for innovativeness:		
8	The demand for innovativeness is too high in this bank	87.5% agreement (50% St.A; 31.3% A; 6.3% Sl.A)
9	Managers here provide all the necessary tools to help a marketer be innovative	93.8% agreement (50% St.A; 31.3% A; 12.5% Sl.A)
Interpersonal variables: *Role ambiguity*		
10	Sometimes I feel I do not have enough information to do my job well	50% agreement (12.5% St.A; 6.3% A; 31.3% Sl.A) 50% disagreement (25% D; 25% St.D)
Interpersonal variables: *Role conflict*		
11	Sometimes there are conflicts between what managers and customers want	100% agreement (50% St.A; 37.5% A; 12.5% Sl.A)
12	There is always conflicting expectations from colleagues and superiors	62.5% agreement (25% St.A; 12.5% A; 25% Sl.A)
Experience (moderating) variable		
13	I have worked in this bank for	1-2 yrs (18.8%); 2-5 yrs (50%); 5-10 yrs (18.8%); 10 yrs and above (12.5%)

Note: St. A: strongly agree; A: agree; Sl. A: slightly agree; St. D: strongly disagree; D: disagree.

In light of the seven variables which help indicate the perception of marketers on their organizational climate of an organization discussed in the literature review we examine the findings taking each individual variable first and then describing them collectively next.

4. Supervisory variables

To understand how the responding marketers perceive the organizational climate of the banks they work for from the lens of supervisory conditions, the questionnaire posed 5 questions.

4.1. Perceptions of closeness of supervision. The first two questions pertained to closeness of supervision and specifically tried to understand if marketers perceived their jobs to be closely supervised by their supervisors and to understand if they considered their jobs to be highly structured, monitored and directed. In both cases all of the respondents indicated that the job of marketers in North Cyprus banks entailed very close supervision, were highly structured, monitored and directed as 81.3% of the respondents strongly agreed with the corresponding statements while 18.8% of them simply agreed to it.

The implication of these findings is that from the literature reviewed, Churchill et al. (1976) noted that the higher the perception of close supervision by the marketer, the higher the marketer's level of job satisfaction, and thus performance. Thus in light of the findings from this study that marketers in North Cyprus banks perceive their jobs to be closely supervised, it can be expected that the performance of the managers will be generally high.

4.2. Perceptions on influence of marketers in determining supervisory standards. With regard to the second supervisory variable which sought to understand the degree to which marketers were allowed to contribute to the decision making process regarding standards with which they were supervised; two statements were posed. The first statement sought to understand if marketers were allowed by the managers to participate in setting supervisory standards. In general, the majority of the respondents were in agreement with the statement implying as 43.8% said they strongly agreed and simply agreed with the statement while 12.5% of them slightly agreed with it. Thus in general 100% of the respondents were in some form of agreement with the statement.

The implication of this finding is that according to Churchill et al. [2], marketers experience a greater degree of job satisfaction and thus higher performance rates when they feel that they have a high degree of influence in setting the standards with which their job is supervised and with which his job performance is evaluated.

The second statement for this variable, sought to understand if the marketers under study were of the opinion that decision making regarding the supervisory standards with which they were monitored and evaluated were solely the preserve of the marketing managers at their banks. Response received showed that although a majority, only 62% of the respondents were in agreement with this statement, and this contrasted greatly with the response gotten from the first statement posed for this variable. In other words if 100% of the respondents were in agreement with the first statement implying that marketers were allowed to contribute in setting supervisory standards, how come 62% of the respondents were of the opinion that standard setting was solely carried out by the marketing managers? This may be for two reasons. Either the respondents interpreted the second statement in such a way that they tried to show that even though marketers were allowed to participate in the setting of supervisory standards, ultimate decision taking regarding the supervisory standards to be deployed rests on the shoulders of the marketing managers themselves, hence the high nature of their agreement with the second statement, or the number of skeptical respondents who made up the 12.5% who slightly agreed with the first statement increased between the movement from statement one to statement two.

Whatever the reason however, it is important to note the implication of the response received for the statement, as a reverse version of Churchill et al.'s (1976) postulation notes that the lower the degree of influence a marketer thinks he has in determining the standards with which he/she is supervised and evaluated, the lower his/her job satisfaction and thus performance is.

Thus, in conclusion, a majority of the respondents (100%) were of the opinion that they were allowed to participate in the supervisory standards decision making process but a lesser majority of them (62.6%) believed that the actual decision making rested on the shoulders of the marketing managers, in other words, while marketers in the banking sector were allowed to participate in deciding the supervisory standards with which they were supervised, marketing managers had the final say as to the actual standards deployed at the end of the day. It is thus safe to say that if the marketers were of this opinion, there is a possibility that they feel that their participation in the decision making process is just a charade as their contributions do not count at the end of the day, and the only possible interpretation of this perception is that in this situation these marketers will experience low job satisfaction rate and therefore lower overall performance.

4.3. Perceptions of frequency of communication. A majority of the correspondents (87.5%) were in agreement to the statement which implied that there were frequent communications to and from marketers and their managers and referring back to literature, this implies that the marketers experience more job satisfaction and thus increased performance, as Churchill et al. (1976) noted that the more frequently marketers and their managers engaged in to and fro communications, the more satisfied the marketers were and thus higher their performance rates.

5. Authority structure

With regard to the degree of autonomy and the amount of restrictions marketers face while executing their jobs, the research instrument posed two statements regarding the degree to which their activities depend on approvals from various departments and their perception of the effect of multiple authorities on the job of a marketer in the banking industry, the majority of respondents were of the opinion that their jobs were greatly affected by the need to gain approval from a lot of departments for most of their activities. Again going by the findings in literature, as well as by the postulations of Churchill et al. (1976), the higher the amount of departments within an organization upon which approval for a marketer's activity depends, the lower the marketer's level of job satisfaction is, and hence the lower the marketer's level of performance is. This thus implies that the perceived performance of marketers is expected to be low.

6. Demand for innovativeness

With regard to the degree of innovativeness demanded of marketers, extant studies show that the higher the degree, the lower the satisfaction of marketers and thus their tendency to perform below par. Findings from an aggregation of the response of the participants reveal that while a majority of them 87.5% believed that their banks demanded too much innovation from marketers, 93.8% of them however noted that the banks made sure that the marketers had all the tools, equipments and conditions needed to help marketers be innovative. However, extant literature indicates that irrespective of the provision of adequate tools that encourage innovativeness, when high levels of innovativeness are demanded of marketers, they tend to generally experience a high level of unsatisfaction with their work and thus low performance rates should be expected in general as a result.

7. Interpersonal variables: role ambiguity

Interestingly exactly half of the respondents (50%) were of the opinion that sometimes they did not have enough information to perform their job well, while the second half disagreed with that statement implying that they never felt that way. Taking into consideration the position of extant literature on the negative effect of a high degree of role ambiguity perceived by marketers on their job satisfaction and hence performance, one can thus interpret this to mean that the number of marketers who perceive the presence of role ambiguity and those who are not roughly equal implying that the roughly half of the marketers in the Northern Cyprus banking industry are less satisfied with their jobs due to role ambiguity and thus it is expected that the performance levels of such marketers will be lower than that of the other half who perceive the absence of role ambiguity.

8. Interpersonal variables: role conflict

All of the respondents (100%) interviewed were of the opinion that frequently, the demands of managers and the demands of customers were incompatible, and in such cases marketers faced a very significant level of role conflict. Over half of the respondents (62.5%) also were of the opinion that they experienced significant levels of conflicting expectations from their colleagues as well as from their superiors. Extant literature further states that when there are high levels of role conflict perceptions among marketers, such marketers are bound to be less satisfied with the job, and this in turn affects their levels of goal attainment.

9. Experience: a moderating variable

Evidence from the survey carried out shows that half of the workers (50%) had worked in the banking industry for between 2 and 5 years, while 18.8% of them had between 5-10 years of working experience in the industry and 12.5% had over 10 years of working experience. Thus a total of 31.3% of the respondents had worked in the banking sector for over 5 years. Since an examination of extant literature points to the fact that the longer a marketer's years of working experience, the higher his/her level of total job satisfaction and by extension, the higher his/her performance – because the longer their years of experience, marketers learn to overcome difficult aspects of the job, cope more with adverse working conditions, and gain "a more thorough understanding of their jobs, company policies including compensation and promotion criteria and to know how to operate effectively within those policies" (Churchill et al., 1976). It is thus to be expected that since a total of 68.8% of the respondents had work experiences of between 1-5 years in the banking sector, their levels of satisfaction will be significantly lesser than the levels of satisfaction experienced by correspondents with work experiences of over 5 years (31.3% of the respondents). Thus by extension, the performance of a majority of the marketers (with lower years of experience) will be low in comparison to the minority with longer years of experience.

To summarize the above findings, given the aggregate responses of the respondents, viewed in light of Churchill et al.'s (1976) hypothesis, the majority of respondents are expected to record low performance rates. This is because the feedback received from majority of the respondents for five out of the seven organizational climate variables as posited by Churchill et al. (1976) indicated that a

majority faced high levels of unsatisfaction with their jobs, and hence expected performance levels should generally be low. The table below presents a general summary of the expected performance levels of marketers in the banking industry of Northern Cyprus.

Table 2. Summary of the expected performance levels of marketers in light of responses received

No	Organizational climate variables	Expected performance levels
1	Supervisory: *Closeness of supervision*	High
2	Supervisory: *Influence in determining standards*	Low
3	Supervisory: *Frequency of communication*	High
4	Authority structure	Low
5	Demand for innovativeness	Low
6	Interpersonal variables: *Role ambiguity*	Low
7	Interpersonal variables: *Role conflict*	Low
**	Experience: *Moderating variable*	Low

10. Actual perception of performance levels recorded for the respondents

Upon analyzing the response received from the respondents in light of the seven organizational climate indicating variables as well as the moderating variable: experience, the table above shows that low performance levels are to be generally expected. However, when asked to indicate their perception about the rate at which they attained their short-term (1 year) performance objective, a mis-matched result was obtained as shown in the table below.

Table 3. Perceived short-term performance levels reported

The average rate with which I achieved my performance targets last year is					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	30-49%	3	18.8	18.8	18.8
	50-69%	4	25.0	25.0	43.8
	70-89%	2	12.5	12.5	56.3
	90-99%	3	18.8	18.8	75.0
	100% & above	4	25.0	25.0	100.0
	Total	16	100.0	100.0	

The table above shows that just 18.8% of the respondents were of the opinion that they achieved less than half of their performance targets and objectives for the year past. In contrast, 88.3% were of the opinion that they achieved 50% of their performance targets and above. In fact the percentage of respondents who claimed to have achieved between 90% and above 100% was a total of 31% of the entire respondents, a figure greater that the total number of respondents who claimed to have achieved less than half of the performance targets within the last business year.

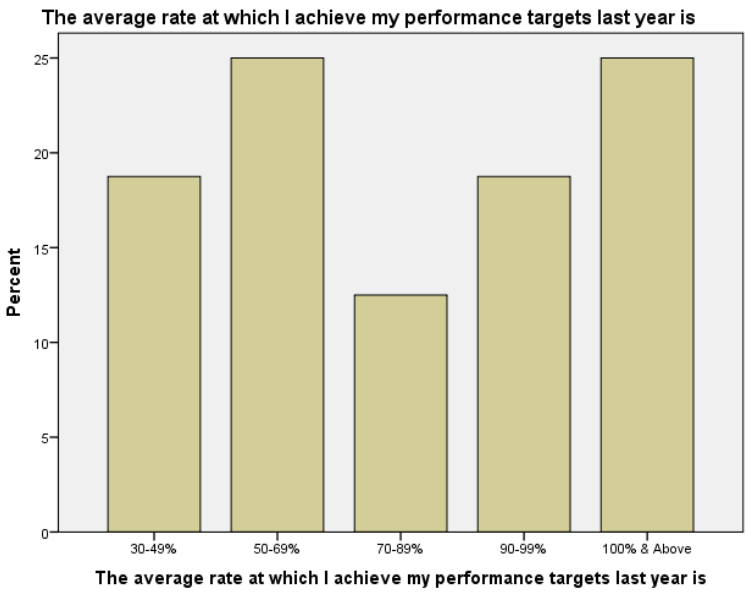

Fig. 1. Graphical representation of the perceived short-term performance levels reported

The figure above is a graphical representation of the aggregated findings which reflect the respondents' perception of their short-term performance levels. From the figure it can be extrapolated that a majority of the respondents were of the opinion that their short-term performance levels were high.

Table 4. Perceived medium to long-term performance levels reported

The average rate at which I achieved my performance targets in the past three years is					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	30-49%	3	18.8	18.8	18.8
	50-69%	4	25.0	25.0	43.8
	70-89%	6	37.5	37.5	81.3
	90-99%	3	18.8	18.8	100.0
	Total	16	100.0	100.0	

With regard to medium-term and long-term performance, findings revealed that the respondents were of the opinion that they performed well above average in the medium- and long-term. As reflected in the table above, 37.5% of the respondents claimed to have met 70-89% of their long-term performance targets. The figure below provides more clarity to the perceived level of medium- and long-term performance of the respondents.

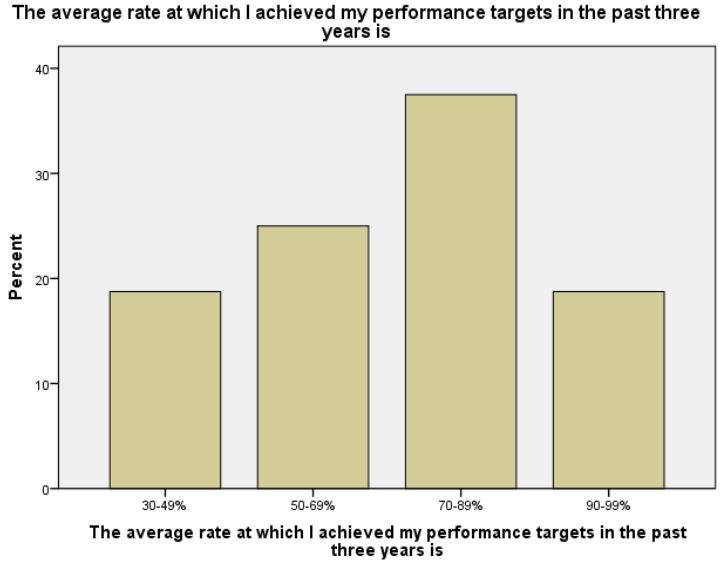

Fig. 2. Graphical representation of the perceived medium- to long-term performance levels reported

Interestingly, one can see that the percentage of respondents who claimed to have performed below average with regard to their medium and long-term performance targets were a mere 18% while the remaining 81% claimed to have performed above average. Further more, slightly more than half of the respondents – a total of 56.3% claimed to have performed well above average into the upper percentile range with regard to medium- and long-term performance achievement levels. Thus, once again it is clear that regarding medium- and long-term performance achievement levels, a majority of the respondents recorded high performance levels way above average.

11. Summary

In summary it is clear to see that the respondents representing marketers within the banking sector of Northern Cyprus, are of the perception that they record high performance and target achievement levels for short-, medium- and long-term performance targets. This finding however contradicts the hypothesis derived from extant literature which points to the fact that given the perceived organizational climatic conditions existing within the Northern Cyprus banking industry the performance levels expected should be low. Some reasons could be given for the observed results: one being that the existing organizational climate observed within the Northern Cyprus banking industry is a natural occurrence given the laid back nature of economic activities and organizational culture not just within Northern Cyprus' business organizations, but widely existent all over the nation. This relaxed and often times unstructured attitude to economic activities is connected with the political status of the island as a partially recognized nation recognized solely by Turkey, and its consequent reliance on the Turkish

economy as the backbone of its economic activities. One might wonder what implications the relationship between the dependence of Northern Cyprus on the Turkish economy has on the observed results of this study. However, the implications are evident because, the dependence of Northern Cyprus on the Turkish economy coupled with the trade restrictions which the nation faces due to its status as a partially recognized country, reduces to a great extent the intensity of economic activities on the island, and thus creates an environment and culture which encourages an informal approach to economic activities. This informal culture emanating from the informal environmental conditions gradually penetrates and permeates all spheres of social and economic life, thus determining how organizations function, how they are structured and the type of cultures that exists within them. The Northern Cyprus banking sector is not an exception. Bearing that in mind, it thus follows that the organizational climate observed from the perception of marketers who participated in this study is a reflection of this informal culture; and whereas in fully functional and widely recognized nations, the performance levels observable for marketers working in organizations in an identical organizational climate, would naturally be low as postulated and evidenced in extant literature, here the reverse is the case. Thus going by the above explanations, it is safe to say that the marketers who participated in this study being a part of the Northern Cyprus community become immune to the adverse effects of such organizational climates, as it is the norm they have grown to know. Thus whereas such organizational climates would trigger negative or low levels of target and performance achievement in marketers within banks operating in independent countries that enjoy wide recognition, they have no effect on bank marketers operating in partially recognized countries, because such adverse organizational climates are the norm in these countries.

Conclusion

This study set out to understand the effect of organizational climate on marketing performance looking from the lens of marketers within the banking sector of Northern Cyprus. Using findings from extant literature especially the work of Churchill et al. [2] as a framework, the study sought to understand if the performance levels of marketers in the banking sector of a partially recognized nation followed a similar pattern observable for marketers in banking sectors of widely recognized countries (as evidenced from extant literature), when subjected to certain organizational climatic conditions. The study first mapped the organizational climate common in the Northern Cyprus banking sector, and then compared it with extant literature as summarized by Churchill et al. (1976). A hypothesis was obtained which stated the expectation that given the observed organizational climate common within the observed sector, the performance levels of the marketers were expected to be low. However, perceived performance levels proved otherwise pointing to the fact that where such organizational climatic conditions evoked low performance levels in marketers in widely recognized countries, they had no effect on the performance levels of marketers in partially recognized nations due especially to the fact that such organizational climate is normal in such countries and thus has no power to influence a low performance outcome on the part of marketers. One key limitation of this study is that the study was conducted solely using the perception of marketers as the data source. We recommend that further empirical studies be carried out to understand this phenomenon in much more detail, and further establish these findings and observations or rebuff them where necessary.

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