

Antecedents of Market-Orientation in the Public Sector- The Case of the Municipal Social-Welfare Agencies

Nourit Segev

University of Haifa

Oranim, Academic College of Education

Emeq Izrael Academic College

nurit_s@oranim.ac.il

972-4-9591483

Abstract: The Marketing Concept has increased a lot of interest among the public and non-profit organizations in the last decades. The marketing Concept claims that the goals of one organization can be achieved if it can define and fulfill the needs and desires of its costumers better than its competitors (Kotler, 2002). Since the 60's researchers have argued that the use of marketing methods should be spread from the private sector also to the non-profit and the public sector as well (Kotler, 2005). Since the 70's, the public services have began to use marketing methods. Marketing as it operated was marginal to the core public services, consisting, at most, of the use of specific techniques, rather than development of a marketing orientation (Walsh, 1994). Their main aim was to reduce public criticism on the public sector and to increase the citizen's satisfaction (Wanna, O'Fairchiallaigh & Weller, 1992). The field of social work has given credence in the last decades, to the idea that in order to survive; social services must draw on business concepts and methods. But, unlike some other public organizations, social welfare organizations have not, on the whole, recognized the area of marketing as one that can contribute significantly to its management functions. Although most social-welfare organizations may have some public relations, advertising and fundraising affiliations, they do not necessarily have a marketing orientation (Segal, 1991). Despite the recognized importance in the adoption of the market orientation in the social-welfare agencies and although the increasing interest on research this arena, still most of the studies focus on the non-profit sector rather than on the public sector (Bennett & Sargeant, 2005; Kara, Spillan & Deshields, 2004). This study focuses on the adoption of market orientation in the municipal social – welfare agencies. The market orientation is the implementation of the marketing concept of organizations (Cervera, Molla & Sanchez, 2001). Market orientation is defined by the way the organizations manage their multiple stake-holders in three dimensions (Kohli, Jaworski & Kumar, 1993): The

organization-wide *generation* of market intelligence, *dissemination* of the intelligence across departments, and organization-wide *responsiveness* to it. This study identifies factors that may promote the adoption of market orientation in the Municipal Social-Welfare Agencies. Literature has defined some personality and organizational factors, which are being tested in this research: Self efficacy; Organizational & Occupational Commitment; Attitudes towards “Marketing”; Person-Organization fit to NPM values: Achievement & Innovation; Organizational politics.

The research sample was comprised of social workers and their managers, employed in the municipal social-welfare agencies in Israel. The participants were selected randomly from a list of municipal social-welfare agencies in the northern and central regions of Israel. 86 agencies were randomly chosen, 210 questionnaires were given and 186 questionnaires were returned.

5 Keywords:

Antecedents of market orientation; Municipal social-welfare agencies; Public sector; Organizational politics; New public management.

1. Introduction

The Marketing Concept has increased a lot of interest among the non-profit organizations in the last decades. The marketing Concept claims that the goals of one organization can be achieved if it can define and fulfill the needs and desires of its costumers better than its competitors (Kotler, 2002). Since the 60's researchers have argued that the use of marketing methods should be spread from the private sector also to the non-profit and the public sector as well (Kotler, 2005). Since the 70's, the public services have began to use marketing methods. Marketing as it operated was marginal to the core public services, consisting, at most, of the use of specific techniques, rather than development of a marketing orientation (Walsh, 1994). Their main aim was to reduce public criticism on the public sector and to increase the citizen's satisfaction (Wanna, O'Fairchiallaigh & Weller , 1992). The field of social work has given credence in the last decades, to the idea that in order to survive, social services must draw on business concepts and methods. But, unlike some other public organizations, social welfare organizations have not, on the whole, recognized the area of marketing as one that can contribute significantly to its management functions. Although most social-welfare organizations may have some public relations, advertising and fundraising affiliations, they do not necessarily have a marketing orientation (Segal, 1991). Despite the recognized importance in the adoption of the market orientation in the social-welfare agencies and although the increasing interest on research this arena, still most of the studies focus on the non-profit sector rather than on the public sector (Bennett & Sargeant, 2005; Kara, Spillan & Deshields, 2004)

Social work, as well as the Marketing concept, first identifies the clients' needs and willing, and than attract them, retain them and respond to their needs. It focus on target market by supplying services designed to be acceptable to and desired by those markets (Yankey, Lutz & Koury, 1986 ; Segal, 1991; Agarwall, Krishna & Chekitan, 2003).

The resemblance between Social Work and Marketing is emphasis the importance of adopting market orientation in the municipal social-welfare agencies:

- (1) Improvement of the managerial tools and the quality of the service by adopting relevant business concepts (Collins & Butler, 2002; Yankey et.al., 1986).
- (2) The welfare policy becomes weaker and drifts its responsibility towards citizens into the hands of the non-profit and the private sectors. Therefore, the welfare agencies must gain a

strategy of competitive advantage, in order to survive the fight over clients and resources (2001; אייזנשטדט ורוזנהק, Palmer & Randall, 2002; Macedo & Pinho, 2006).

(3) Welfare agencies should become more consumer-oriented in order to supply suitable services, collaborate with the clients in the development of these services and increase their satisfaction (Boehm, 1998; Liao, Foreman & Sargeant, 2001).

(4) Improvement of the responsiveness to the changing needs of the environment (Davis, Morris & Allen, 1991; Walsh, 1994; Ewing & Napoli, 2005).

(5) Since the image of the welfare agencies is often unfavorable, marketing is one approach that can establish the municipal social-welfare agencies in a more positive and assertive way and can raise the image of social workers (Dearling, Raymond & George, 1995; Gilberman, 2004; Bennett & Sargeat, 2005; Gainer & Padyani, 2005; Vigoda-Gadot & Yuval, 2004; Dearling, Raymond & George, 1995; Boehm1998).

(6) Using the media and the edutainment media is one of the ways to raise social issues, Change and reshape public opinion and influence the public, politics and mass communications agenda setting (Singhal & Rogers, 1999 Signorielli, 1990; Wallack, 1991, McNair, 1998).

(7) Since municipal social-welfare agencies have multiple stake-holders, Market orientation can provide a good answer to focus the demands and needs of each and every stake-holder group (Crompton & Lamb, 1986;Gwin, 1990; Liao et, al., 2001; Vazquez, Ignacio & Santos, 2002; Sargeant, 1999).

This study discusses the adoption of market orientation in the municipal social welfare agencies. Market orientation reflects the tendency of organizations to adopt the marketing concept (Cervera, Molla & Sanchez, 2001). It shows the way organizations manage all their multiple stake-holders by three dimensions:: The organization-wide *generation* of market intelligence, *dissemination* of the intelligence across departments, and organization-wide *responsiveness* to it (Kohli, Jaworski & Kumar, 1993). This study identifies factors that may promote the adoption of market orientation in the Municipal Social-Welfare Agencies. Literature has defined some personality and organizational factors, which are being tested in this research: Self efficacy; Organizational & Occupational Commitment; Attitudes towards “Marketing”; Person-Organization fit to NPM values: Achievement & Innovation; Organizational politics.

I predict that the contribution of this study may be relevant to three major levels:

- (1) Identifying the personal and organizational factors that promote the adoption of market orientation in the municipal social welfare agencies.
- (2) Integrating theoretic knowledge from Political science, Social work and Marketing disciplines, in order to establish a base for an applicable model of market orientation in the municipal social welfare agencies.
- (3) Providing the knowledge about the antecedents of market-orientation in the Public sector to the decision makers in order to make them concentrate on the development of these antecedents in their organizations.

The uniqueness of this study is in the identification of the factors that promote social workers and their managers to adopt market orientation in the municipal social welfare agencies. This knowledge may enable a more effective and professional implementation of market orientation and will emphasize its importance, especially in the era of competition over limited resources.

2. Theory, model, and hypotheses

2.1. Market Orientation

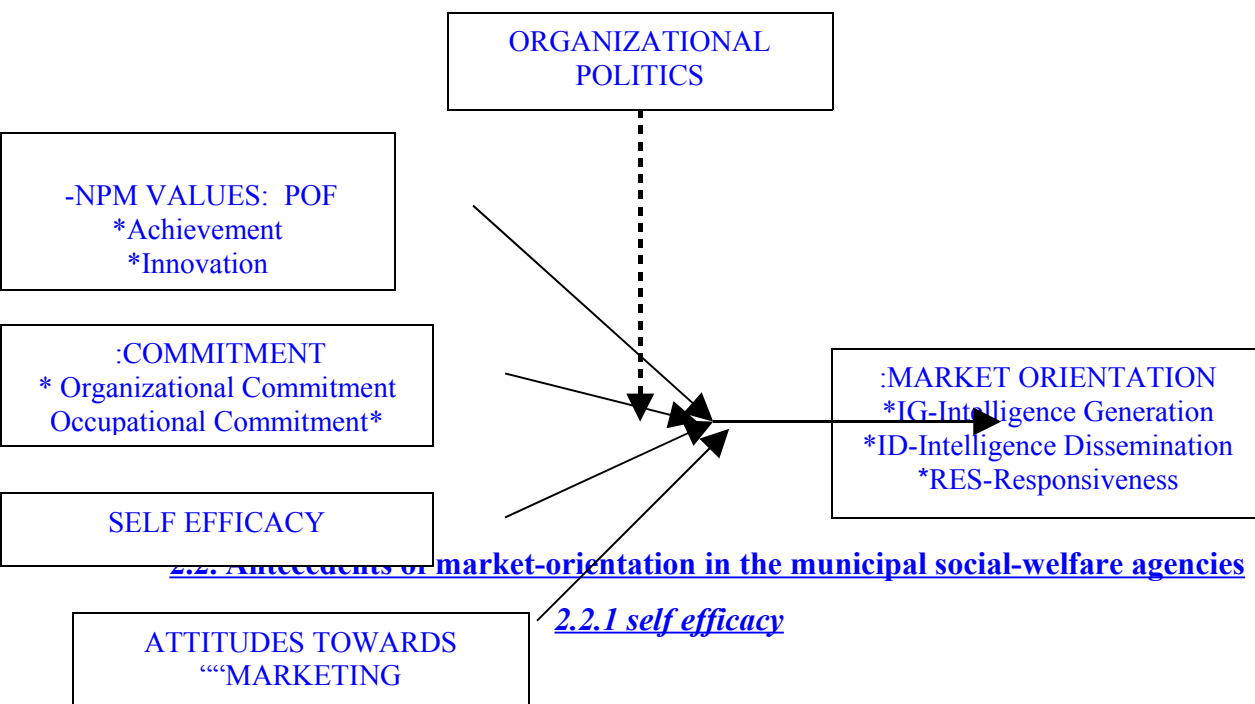
Market orientation is an essential contrast of healthy business firms competing in highly demanding and sophisticated modern economies (Shoham, Ruvio, Vigoda-Gadot & Scwabsky, 2006). The meaning and importance of market orientation has been studied extensively in the business sector (Kohli & Jaworski; Narver & Slater, 1990), but it is relatively new concept for the nonprofit and public sector. The marketing concept claims that achieving one organization's goals depends on the extent of the organization awareness of its clients' needs and on its ability to fulfill these needs better than its competitors. First the organization identifies the clients' needs and willing, and then focus on target market by supplying services designed to be acceptable to and desired by those markets (Yankey, Lutz & Koury, 1986; Segal, 1991; Agarwall, Krishna & Chekitan, 2003; Kotler, 2002; Agarwal, et. al., 2003).

Researchers agree that the market orientation is the way organizations manage all their multiple stake-holders and examines the extent to which firms behave or are inclined to behave, in accordance with the marketing concept. (Cervera, et. al., 2001; Liao, et.al., 2001; Ormond, 2005). Hence market orientation has been conceptualized from both cultural and behavioral perspectives: The cultural approach, suggested by Narver & Slater (1990), claims that market orientation is based on organization norms and values that encourage

behaviors that are considered with market orientation. The behavioral approach, presented by Kohly, Jaworski & Kumar (1993) concentrates on organizational activities which are directed by the managers of the organization. These activities are related to the generation of market information, cross-departmental dissemination to information and responsiveness to disseminated information. Although the last approach overlooks the competitors (Webster, 1994), still literature accept this approach as an empirical one, that assess market orientation antecedents and explains the market orientation-performance relationship. It helps organizations to improve their costumers’ satisfaction, to encourage organizational commitment and to develop its innovation (Harris & Piercy, 1999; Day, 1994; Jarowski & Kohli, 1993; Im & Workman, 2004).

2.1.1 Model

The meaning and importance of market orientation has been studied extensively in the business sector (Kohli & Jaworski; Narver & Slater, 1990), but it is relatively new concept for the nonprofit and public sector. The model suggested in this research intends to explain the relationship between the antecedents of market-orientation and the tendency to adopt market orientation in the municipal social-welfare agencies. These factors are conceptualized from two levels: the personality level and the organizational level and include: Self efficacy, organizational and occupational commitment, attitudes towards “Marketing” as a part of the Social Workers’ professional activities, person-organization fit of two of the new public management values – achievement and innovation, and organizational politics.



Sense of self efficacy related to studies in social psychology, dealing with motivation and behavioral changing theories (Kanfer & Kanfer, 1991; Bandura, 1982; Rimal, 2001; Manz, 1986 Maddux, Sherer & Rogers, 1982). Bandura (1982) introduced the concept of sense of efficacy as the individuals' belief or judgment that he or she can succeed or complete a given task. Yet, it is important to note, that this sense is related to the individuals' belief rather than to his previous knowledge or experience (Kang, 2005; Bandura, 1997; Mitchell, Hopper, Daniels, Falvy & James, 1994).

General sense of self efficacy may change from one situation to another, and can be predicted according to the quantity of success the individual experiences during his lifetime (Eden, Chen & Gully, 2001; Judge, Erez & Bono, 1998; Shelton, 1990). Although growing interest in the general sense of efficacy, literature criticized it for not being accurate (Locke & Latham, 1990) and for not being a useful predictor of performance (Bandura, 1997). The unique nature of self efficacy defers from the general one, by claiming that it is task-specific and corresponds to a specific situation (Bandura, 1997).

This study focuses on the specific sense of self efficacy, referring to the adoption of market orientation. It is a useful predictor of managerial behaviors and workers performance (Bandura & Cervone, 1986; Cole & Hopkins, 1995). Regarding the marketing arena, a high sense of self efficacy helps to succeed in complicated tasks, to concentrate on intelligence generation, and to improve clients' services (Hu, Huhmann & Hyman, 2007; Strivestava, Strutton & Pelton, 2001; Strebel, Erden & Swait, 2004). Regarding social workers, literature gave a lot of interest only to the self efficacy of the clients of social workers (Bargal & Guterman, 1996; Holden, Meenaghan, Anastas & Metrey, 2002). Lately a research conducted by Bhoem (2006) referred to the perception of the specific efficacy of social workers for fundraising, but still no empirical research corresponded to market orientation is known.

People with high sense of self efficacy will be able to deal with more challenging tasks, persist in activities and complete goals and aims (Wood & Bandura, 1989). Still, the arena of marketing is barely known to social workers (Crompton & Lamb, 1986). Therefore, social workers who tend to adopt market orientation are being challenged by business concepts which are far from the traditional concepts of social work (Segal, 1991).

Hypothesis 1. There is a positive correlation between social workers' sense of self efficacy to engage in marketing and the tendency to adopt market orientation in the municipal social-welfare agencies.

2.2.2. Organizational and Occupational Commitment

Literature strongly supports the correlation between organizational commitment and occupational commitment. Researchers claim that a combination between the two will conduct the worker to widen his framework (Cohen, 2000) in order to promote the organization and its aims (Jaros, 1997).

Organizational commitment is one of the most studied variables related to organizational behavior. It defines the relationship of an individual with a specific organization based on three dimensions: his affective involvement with the organization, the extent of his identification with its values and his willing to make efforts in order to promote the organization (McLean & Andrew, 2000; Meyer & Allen, 1991).

Two theoretical approaches explain the antecedents of organizational commitment. The first relates the commitment to the extent of the workers' identification to and involvement with the organization (Porter, Steers, Mowday & Boulian, 1974) and the second approach claims that it is the result of the workers' practical considerations (Cohen, 1993; Cohen & Gattiker, 1992). The three dimensional approach presented by Meyer & Allen (1991) for organizational commitment notes that affective commitment is one's emotional attachment to their organization; normative commitment is a person's sense of obligation to remain in its organization while continuance commitment involves the individual's assessment of the costs associated with leaving one's organization. Yet, it has been found as a good source of support to social workers in Municipal Social-Welfare Agencies who face burnout without having high rewards for their efforts (Cournoyer, 1988; McLean & Andrew, 2000; Zunz, 1998). Hence, lack of studies on the correlation between organizational commitment and market orientation in the public sector (Caruana, Ramaseshan & Ewing, 1999).

Organizational commitment is critical to the success of organizations: it leads to high levels of performance and outputs, it encourages loyalty and identification to the organization's values and motivates workers (Mintzberg, 1996; Caruana, et. al., 1999; Pitt, Caruana & Berthon, 1996; (Deshpande, Farley & Webster, 1993).

Occupational commitment is defined as a psychological attachment between an individual and his occupation, which is based on his or her emotional reaction to the specific occupation (Lee, Carswell & Allen, 2000). It relies on the three dimensional approach suggested by Meyer & Allen (1991). Recent studies show that high commitment contributes to high motivation and involvement in a wide variety of roles. Workers with high commitment to their occupation also tend to forgo personal motives and

enthusiastically mobilize for tasks related to their jobs (Bogler & Somech, 2004; Gilfford, 2003; Hoff, 2000).

Hypothesis 2. There is a positive correlation between the degree of social workers' Organizational and Occupational Commitment and the tendency to adopt market orientation in the municipal social-welfare agencies.

2.2.3 . Attitudes towards "Marketing" as a part of the Social Workers' professional activities

Attitudes towards "Marketing" as a part of the Social Workers' professional activities rely on the fit between the marketing concepts and activities and the vision and aims of social work. Marketing will be perceived as a professional activity, based on knowledge, goals setting, strategy and assessment (Boehm, 2006). Since there's no study found on this subject, the definition is based on a study that assesses attitudes of social workers towards fundraising as a professional activity.

Research over the correlation between market orientation and workers in the public sector found that workers have negative perceptions on marketing (Andreasen & Kotler, 2003).

Public sector has developed a fear of business concepts which is a result of the gap between the values that stand in the core of the public sector and those of the for-profit sector (Buurma, 2001; Walsh, 1994; Gainer & Padanyi, 2005).

Regarding social workers, most of them consider themselves as consultants or therapists (Hardcastle, Wenocure & Power, 1997; Boehm, 2006) and not as "marketers". Some welfare managers admitted that their aim is not to run a business but to help people (Dearling, et. al., 1995).

It is interesting to learn about the resemblance between social work and the marketing concept (Segal, 1991), regarding the definition of the clients' needs and desires, and the focus on target market by supplying services designed to be acceptable to and desired by those markets (Yankey, et. al., 1986). Nevertheless, those who criticize the marketing concept claim, that it may represent a rather manipulative approach, and turn the welfare agencies to aggressive profitable services (Boehm, 1998).

Using marketing concept in social work may raise some ethical dilemmas such as: social work focus on the intervention process (Frank, 1983) while marketing focus on outputs and results; Social welfare agencies work for healing society, while marketing represent profits. The question raised by these dilemmas is who defines the organization mission: is it the client service and what would be considered as a success in the intervention (Sargeant,

Foreman & Liao, 2002). Since some of the marketing concept threat social work, it may reduce the social workers' and managers' motivation to adopt market orientation. But, in is important to note, that welfare agencies must fight for clients, for resources and even for the right to serve citizens. Therefore, marketing is helpful for organizations who desire response to environment and design services that fit their clients (Liao, et. al., 2001; Ewing & Napoli, 2005; Crompton & Lamb, 1986; Davis, Morris & Allen, 1991; Walsh, 1994; Gwin, 1990; Vazquez, et. al., 2001).

Hypothesis 3. There is a positive correlation between the social workers' perception of marketing as a professional activity and the tendency to adopt market orientation in the municipal social-welfare agencies.

2.2.4. New Public Management Values

The New Public Management (NPM) doctrine in public administration has attracted a great deal of interest in recent years, with the goal of moving antiquated bureaucracies into a new era characterized by a market orientation and a higher level of effectiveness, flexibility, and responsiveness to citizens. The discussion about NPM has revolved around political, administrative, and strategic concerns (Meiri & Vigoda-Gadot, 2007). Hood (1991) identified seven doctrinal components of NPM: (1) "hands on" professional management in the public sector, (2) explicit standards and measures of performance that were later defined as PIs (Performance Indicators), (3) a greater emphasis on output control, and thus on the accountability and transparency of public agencies (4) a shift to the disaggregation of units, (5) a greater emphasis on increased competition and thus on innovativeness and achievement (6) a stress on private sector styles of management practice, especially on higher levels of responsiveness to citizens as clients, (7) a stress on greater discipline and more economical use of resources. This definition implies that NPM relies heavily on the theory of the marketplace and on a businesslike culture in public organizations.

Nowadays, the NPM approach aspects from the public sectors' organizations to adopt its values and principals. According to Kravchuk, 2002 & Rosenbloom (2002), these values are: (1) focusing of outputs rather than on process, in order to supply a more effective service. (2) Gaining competitive advantage to gain a high quality service. (3) Perceiving citizens as clients. (4) Supplying most of the civil services by the for-profit and not-for-profit sectors. (5) Being motivated by clients, competition and outputs. (6) Changing the organizational culture into more flexible, innovative and initiative one.

This study focuses on two NMP values: Achievement and Innovation:

2.2.4.1 Achievement

Achievement is the will to advance and succeed in one's career, to exert oneself in order to gain new qualifications, to expand his responsibilities and to promote his organization's goals (Judge & Bretz, 1992). An achievement-oriented person is described as an energetic one, who leads, plans and works by goals and aims. An achievement-oriented person may succeed if his organization is achievement-oriented as well (Ansari, Baumgartel & Sullivan, 1992).

An achievement-oriented organization, according to NPM, should benefit its workers by their outputs, in order to develop varied ways to achieve its goals and to raise the workers' sense of achievement (Osborne & Gaebler, 1992).

2.2.4.2 Innovation

Innovation is where new ideas, goals and processes are being created or developed (Rogers, 1985). During the years, Governments understood the importance and benefit of innovation to the public sector and started to demand organizations to become more innovative in order to improve their performances (Walker, Jeanes & Rowlands, 2002).

Innovation is a successful implementation of creative ideas which creates organization competitive advantage (Miron, Erez & Naveh, 2004), helps to respond quickly to the clients' demands (Osborne & Gaebler, 1992) and to fit itself to the changing environment (West & Anderson, 1996; Janssen, Van De Vliert & West, 2004).

An innovative person will invent innovative solutions; will search for supporters for his ideas and will develop models accordingly (Scott & Bruce, 1994).

2.2.4.3. Person-Organization fit to NPM values

Recently, we witness that public sectors' organizations tend to adopt business orientation, thus the change of values, both on the organizational level and on the personal level, should be synchronized to create harmonious operation of the modern bureaucracy. Hence, if combined NPM with the theory of Person-Organization fit (POF), such thinking may imply that new policies will be successful only when the individual feels comfortable with the process of values transformation and the new organizational culture; and comes to identify with the emerging goals and values of the broader organization (Meiri & Vigoda-Gadot, 2007, Blau, 1964). Furthermore, recent studies prove that high level of POF contributes to the workers' satisfaction, their tendency to remain in their organizations and to improve their performances (Bretz & Judge, 1994; Wanous, Poland, Premack & Davis, 1992).

Hypothesis 4. There is a positive correlation between the person-organization-Fit (POF) of NPM values (Innovation & Achievement) and the tendency to adopt market orientation in the municipal social-welfare agencies.

2.2.5 Organizational Politics

Organizational politics has always been a fact of life in modern worksites. The struggle over scarce resources, the conflicts that arise when critical decisions need to be made, and the existence of heterogeneous interests among individuals or groups serve as an ideal habitat for the emergence of power-seeking or influential behaviors that are targeted at various members of the intra- and extra-organizational sphere (Vigoda–Gadot & Kapun, 2005). This ‘political behavior’ leans on ‘power’ and ‘influence’, meaning the power of individuals to influence (Salancik & Pfeffer, 1977) and represents hidden dynamics, undercover activities, or other goal-seeking events that frequently conflict with the overall organizational goals. Over the years, the interest in such political behavior, both actual and perceptual, has received growing recognition and scholarly attention. We define organizational politics as behavior strategically designed to maximize the self-interests of individuals (Ferris, Russ & Fandt, 1989), behavior that thereby conflicts with the collective organizational goals or the interests of other individuals (Vigoda, 2003; Vigoda–Gadot & Kapun, 2005). These organizations will be led by political discretions rather than professional ones (Gummer, 1990).

Researchers found that organizational politics exists when individuals identify power and take advantage of their influence in the organization (Ferris, Russ & Fandt, 1989; Gummer & Edwards, 1985).

Recently, literature finds interest on the relationship between politics and performance in the public and for-profit sectors (Vigoda, 2003).

The impact of politics on public-sector organizations results from the influence that politics has on the workers’ consent on the organizational missions. When missions, targets and goals are not clear, organizational politics may be found in higher levels (Pfeffer, 1992). Furthermore, Peterson (1990) suggests, that since public-sectors’ organizations are tied to the political and reign arenas, they may be strong influence of political norms and values on these organizations.

Organizational politics may benefit organizations in aspects of goal achievement, decision making and sense of success (Kumar & Ghadially, 1989; Vigoda–Gadot & Kapun, 2005), but high level of organizational politics may be harmful, regarding development of negative

perceptions on the organization and workers' performances and commitment (Vardi & Weitz, 2004; Gilmore, Ferris, Dulebohn & Harrell-Cook, 1996; Drory, 1993).

Municipal Social-Welfare Agencies, as being a part of the public sector, are also exposed to politics. According to Gummer (1990) and Dornbusch, Crosnoe & Laird (2000), welfare agencies suffer from high level of organizational politics because of the struggle over scarce resources, the conflicts that arise when critical decisions need to be made. Hence, services with high level of organizational politics would not be able to develop market orientation. Since these services are exposed to internal and external politics as well, every marketing activity that doesn't get support or approval from the government will be liable to fail (Buurma, 2001).

Studies that refer to the connection between organizational politics and market orientation found strong evidence that lack of inert-organization collaboration and organizational politics are the two main barriers for market orientation (Harris & Piercy, 1999; Day, 1994).

Hypothesis 5. Organizational Politics mediates between the social worker's sense of self efficacy, their Organizational and Occupational Commitment, their perception of marketing as a professional activity, the POF of NPM values and the tendency to adopt market orientation in the municipal social-welfare agencies.

3. Method

3.1. Sample

The research sample was comprised of social workers and their managers, employed in the municipal social-welfare agencies in Israel. The participants were selected randomly from a list of municipal social-welfare agencies in the northern and central regions of Israel. 86 agencies were randomly chosen, 210 questionnaires were given and 186 questionnaires were returned.

3.2. Research tools:

The responders were asked to score their answers on a 5 point scale from 1 (do not agree) to 5 (strongly agree) according to the following items:

Market orientation: Based on the "Markor" scale (Kohli, Jaworski & Kumar, 1993), a scale of 20 items was used.

Self efficacy: following the scale suggested by Boehm (2006) a scale of 7 items was used.

Organizational & Occupational Commitment: following the scale suggested by Meyer & Allen (1991) a scale of 8 pair of items was used.

Attitudes towards "Marketing": following the scale suggested by Boehm (2006) a scale of 6 items was used and transformed from attitudes towards fund-raising to attitudes towards marketing.

POF of NPM values: Achievement & Innovation: following the scale suggested by Meiri & Vigoda- Gadot (2007) a scale of 28 items was used.

Organizational politics: following the scale suggested by Vigoda–Gadot & Kapun (2005) a scale of 9 items were used.

*** Findings are in process ***

Bibliography .4

- Agarwall, S., Krishna, M., & Chekitan, D. (2003). Market orientation and performance in service firms: role of innovation. *Journal of Services Marketing*, 17(1), 68.
- Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational Psychology*, 63, 1-18.
- Andreasen, A., & Kotler, P. (2003). *Strategic Management for Nonprofit Organizations*. NJ: Prentice-Hall, Englewood Cliffs.
- Ansari, M., Baumgartel, H., & Sullivan, G. (1992). The personal orientation-organizational climate fit and managerial success. *Human Relations*, 35(12), 1159-1178.
- Aucoin, P. (1995). *The New Public Management: Canada in Comparative Perspective*. Montreal: Institute for Research on Public Policy.
- Bandura, A. (1982). Self efficacy mechanism in human agency. *American Psychologist*, 37, 122-147.
- Bandura, A. (1986). Social foundation of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice Hall.
- Bandura, A., & Cervone, D. (1986). Differential engagement of self-reactive influences in cognitive motivation. *Organizational Behavior and Human Decision Processess*, 38, 92-113.
- Bandura, A. (1997). Self referent thought: A developmental analysis of self efficacy. *Social Cognitive Development: Frontiers and Possible Futures*, 200-239.
- Bargal, D., & Guterman, N.B. (1996). Social workers' perceptions of their power and service outcomes. *Administration in Social Work*, 20(3), 1-20.
- Bennett, R., & Sargeant, A. (2005). The nonprofit marketing landscape: guest editors' introduction to a special section. *Journal of Business Research*, 58, 797-805.
- Blau, P.M. (1964). *Power and Exchange in Social Life*. New York: Wiley.
- Boehm, A. (1998). *Marketing in Human Service Organizations*. Tel-Aviv: Cherickover (Hebrew)
- Boehm, A. (2003). Implementation of social marketing in social work. *Society and Welfare*, 23(2), 152-165 (Hebrew).

- Boehm, A. (2006). The involvement of social workers in fundraising. *Journal of Social Services Research*, 32(3), 41-62.
- Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and teacher education*, 20(3), 277-289.
- Boston, Z., Martin, J., Pallot, J., & Walsh, P. (1996). *Public Management: The New Zealand Model*. Oxford University Press.
- Bretz, R.D., and Judge, T.A. (1994). Person-Organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior*, 44, 32-54.
- Buurma, H. (2001). Public policy marketing: exchange in the public sector. *European journal of Marketing*, 35, 1287-1300.
- Caruana, A., Ramaseshan, B., & Ewing, M.T. (1999). Market orientation and performance in the public sector: The role of organizational commitment. *Journal of Global Marketing*, 12(3), 59-79.
- Cervera, A., Molla, A., & Sanchez, M. (2001). Antecedents and consequences of market orientation in public organizations. *European journal of Marketing*, 35(11/12), 1259-1286.
- Chen, G., Gully, S.M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, 4(1), 62-83.
- Cohen, A. (2000). The relationship between commitment forms and work outcomes: a comparison of three models. *Human Relations*, 53, 387-417.
- Cohen, A. (2003). *Multiple Commitments in the Workplace: An Integrative Approach*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Cohen, A., & Gattiker, U.E. (1992). An empirical assessment of organizational commitment using the side-bet theory approach, *Industrial Relations*, 47(3), 439-461.
- Cole, B.L., & Hopkins, B.L. (1995). Manipulations in the relationship between reported self-efficacy and performance. *Journal of Organizational Behavior Management*, 15, 95-123.
- Collins, N., & Butler, P. (2002). When marketing models clash with democracy. *Journal of Public Affairs*, 3(1), 52-62.
- Cournoyer, B. (1988). Personal and professional distress among social caseworkers. *Social Casework: The Journal of Contemporary Social Work*, May, 259-264.

- Crompton, J.L., & Lamb, Jr C.W. (1986). *Marketing Government and Social Services*. NY: John Wiley & Sons.
- Davis, D., Morris, M., & Allen, J. (1991). Perceived environmental turbulence and its effect on selected entrepreneurship and organizational characteristics. *Journal of the Academy of Marketing Science*, 19, 43-91.
- Day, G.S. (1994). The Capabilities of market-driven organizations. *Journal of Marketing*, 58, 37-52.
- Deshpande, R., Farley, J.U., & Webster Jr, F.E. (1993). Corporate culture, costumer orientation and innovativeness in Japanese firms: A quadrate analysis. *Journal of Marketing*, 57, 23-37.
- Dearling, A.G., & Raymond, M., & George, C. (1995). *Marketing for Social Services Agencies*. London: Pitman.
- Dornbusch, M., Crosnoe, R., & Laird, J. (2000). General principles that explain the political problems of youth service organizations. *Research in the sociology of organizations*, 17, 1-45.
- Drory, A. (1993). Perceived political climate and job attitudes. *Organizational Studies*, 14, 59–71.
- Ewing, M.T., & Napoli, J. (2005). Developing and validating a multidimensional nonprofit brand orientation scale. *Journal of Business Research*, 58, 841-858.
- Ferris, G.R., Russ, G.S., & Fandt, P.M. (1989). Politics in organizations. In R.A. Giacalone & P. Rosenfeld (eds.). *Impression Management in the Organization*. Hillsdale, NJ: Lawrence Erlbaum.
- Frank, P. (1983). *Social Work Methodology*. Tel Aviv: Maariv (Hebrew).
- Gainer, B., & Padanyi, P. (2005). The relationship between market-oriented activities and market-oriented culture: Implications for the development of market orientation in nonprofit service organizations. *Journal of Business Research*, 58(6), 854-862.
- Gilberman, M. (2004). Television and the public image of social workers: Portrayal or betrayal? *Social Work*, 49 (2), 331-334.
- Gilfford, E.D. (2003). An examination of organizational and professional commitment among public, non-profit and proprietary social service employees. *Administration of Social work*, 27(3), 5-23.
- Gilmore, D.C., Ferris, G.R., Dulebohn, J.H., and Harrell-Cook, G. (1996). Organizational politics and employee attendance, *Group and Organizational Management*, 21, 481–494.
- Gummer, B.,& Edwards, R.L. (1985). A social workers' guide to organizational politics. *Administration of social work*, 9(1), 13-21.

- Gummer, B. (1990). *The Politics of Social Administration – Managing Organizational Politics in Social Agencies*. Englewood Cliffs, NJ: Prentice Hill.
- Gwin, J.M. (1990). Constituent analysis: A paradigm for marketing effectiveness in the not-for-profit organization. *European Journal of Marketing*, 24(7), 43-48.
- Hardcastle, D.A., Wenocure, S., & Power, P.R. (1997). *Community practice: theories and skills for social workers*. New-York: Oxford University Press.
- Harris, L.C., & Piercy, N.F (1999). Management behavior and barriers to market orientation in retailing companies. *The Journal of Services Marketing*, 13(2), 113-131.
- Hoff, T.J. (2000). Professional commitment among US physician executives in managed care. *Social Science and Medical*, 50(10), 1433-1444.
- Hood, C. (1991). A Public management for all seasons? *Public Administration*, 63, 3-19.
- Hu, J., Huhmann, B.A., & Hyman, M.R. (2007). The Relationship Between Task Complexity and Information Search: the Role of Self Efficacy. *Psychology and Marketing*, 24 (3), pp. 253-270.
- Im , S., & Workman, J.P. (2004). Market orientation, creativity and new product performance in high-technologies firms. *Journal of Marketing* ,68, 114-132.
- Janssen, O., Van De Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of Organizational Behavior*, 25, 129-145.
- Jaros, S.J. (1997). An assessment of Meyer and Allens' three component model of organizational commitment and turnover intentions. *Journal of Vocational Behavior*, 51, 319-337.
- Jaworski B., & Kohli, A.K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57, 53-70.
- Judge, T., & Bretz, R. (1992). Effects of work values on job choice decisions. *Journal of Applied Psychology*, 77(3), 261-271.
- Judge, T.A., Erez, A., & Bono, J.A. (1998). The power of being positive: The relationship between self-concept and job performance. *Human performance*, 11, 167-187.
- Kanfer, R., & Kanfer, F.H. (1991). Goals and self regulation: Applications of theory to work setting. *Advanced in motivation and achievement*, 7, 287-326.
- Kang, Y. (2005). Self efficacy: what to influence and how to influence it?

Conference paper international communication association, Annual meeting. New York, pp. 1-19.

Kara, A., Spillan, J.E., & DeShields Jr. O.W. (2004). An empirical investigation of the link between market orientation and business performance in non-profit service providers. *Journal of Marketing Theory & Practice*, 12(2), 59-72.

Kirca, A.H., Jayachandran, S., & Bearden, O.W. (2005). Market orientation: A meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69, 24-41.

Kohli, A.K., Jaworski, B., & Kumar, A. (1993). MARKOR: A measure of market orientation. *Journal of Marketing Research*, 30, 467-477.

Kotler, P. (2002). *Marketing Management, 11th ed.* Englewood Cliffs, NJ: Prentice Hall.

Kotler, P. (2005). The role played by the broadening of marketing movement in the history of marketing thought. *Journal of Public Policy & Marketing*, 24(1), 114-116.

Kumar, P., & Ghadially, R. (1989). Organizational politics and its effects on members of organizations. *Human Relations*, 42, 305-314

Lee, K., Carswell, J.J., & Allen, N.J. (2000). A meta-analytic review of occupational commitment: relations with person and work-related variables. *Journal of Applied Psychology*, 85, 799-811.

Liao, M., Foreman, S., & Sargeant, A. (2001). Market versus societal orientation in the nonprofit context. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6(3), 254-268.

Locke, E.A., Latham, G.P. (1990). *A Theory of Goal Setting and Performance.* Englewood Cliffs, NJ: Prentice-Hall

Lynn, L.E. (1998). The new public management: How to transform a theme into a legacy. *Public Administration Review*, 58, 231-237.

Macedo, I.M., & Pinho, J.C. (2006). The relationship between resource dependence and market orientation, the specific case of non-profit organizations. *European Journal of Marketing*, 40(5/6), 533-553

Maddux, J.E., Sherer, M. & Rogers, R.W. (1982). Self efficacy expectancy and outcome expectancy: their relationship and their effects on behavioral intentions. *Cognitive Therapy and Research*, 6(2), 207-211.

Manz, C.C. (1986). Self leadership: Toward an expanded theory of self influence processes in organizations. *Academy of Management Review*, 11, 585-600.

McLean, J., & Andrew, T. (2000). Commitment, satisfaction, stress & control among social services managers & social workers in the UK. *Administration in Social Work, 23*(3-4), 93-117.

McNair, B. (1998). *The Sociology of Journalism*. London: Arnold.

Meiri, S., & Vlgoda-Gadot, E. (2007). New public management values and person-organization fit: A Socio-psychological approach and empirical examination among public sector personnel. *Public Administration, forthcoming*.

Meyer, J.P., & Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resources Management Review, 1*, 61-89.

Meyer, J.P., & Allen, N.J., & Smith, C.A. (1993). Commitment to organizations and occupations: Extension of the three component conceptualization. *Journal of Applied Psychology, 78*, 538-551.

Miron, E., Erez, M., & Naveh, E. (2004). Do personal characteristics and cultural values that promote innovation, quality and efficiency compete or complement each other? *Journal of Organizational Behavior, 25*, 175-199.

Mintzberg, H. (1996). Managing government, governing management. *Harvard Business Review, May-June*, 75-83.

Mitchell, T.R., Hopper, H., Daniels, D., Falvy, G.J., & James, L.R. (1994). Predicting self efficacy and performance during skill acquisition. *Journal of Applied Psychology, 79*, 506-517.

Narver, J.C. & Slater, S.F. (1990). The effect of marketing orientation on business profitability. *Journal of Marketing, 54*, 20-35.

Ormond, R.P. (2005). A conceptual model of political market orientation. *Journal of Nonprofit & Public Sector Marketing, 14*(1/2), 47-64.

Osborne, D., & Gaebler, T. (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. Reading, MA: Addison-Wesley.

Palmer, R., & Randall, A. (2002). *Financial Management in the Voluntary Sector*. London: Routledge.

Peterson, S.A. (1990). *Political Behavior*. Newbury Park, CA: Sage.

Pfeffer, J. (1992). *Managing with power*. Boston, MA: Harvard Business School Press.

Pitt, L., Caruana, A. & Berthon, P.R. (1996). Market orientation and business performance: some European evidence. *International Marketing Review, 13*, 5-18.

- Pollitt, C., & Bouckaert, G. (2000). *Public Management Reform: A Comparative Analysis*. Oxford: Oxford University Press
- Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V.(1974) Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology* , 59, 603–609.
- Rimal, R.N. (2001). Perceived risk and self efficacy as motivators: understanding individuals' long term use of information. *Journal of Communication, December*, 633-654.
- Rogers, E. (1995). *Diffusion of Innovations*. New-York: the Free Press.
- Rosenbloom, D., & Kravchuk, R. (2002). *Public Administration*. Boston: McGraw-Hill.
- Sargeant, A. (1999). *Marketing Management for Nonprofit Organizations*. UK: Oxford University Press.
- Sargeant, A., Foreman, S., & Liao, M. (2002). Operationalizing the marketing concept in the nonprofit sector. *Journal of Nonprofit & Public Sector Marketing*, 10(2), 41-65
- Segal, U.A. (1991). Marketing and social welfare: matched goals and dual constituencies. *Administration in social Work*, 15(4), 19-34.
- Scott, S., & Bruce, R. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management Journal*, 37(3), 580-607.
- Shelton, S.H. (1990). Developing the contrast of general self-efficacy. *Psychological Reports*, 66, 987-994.
- Shoham, A., Ruvio, A., Vigoda-gadot, E., & Shwabsky, N. (2006). Market orientation in the nonprofit and voluntary sector: a meta-analysis of their relationships with organizational performance. *Nonprofit & Voluntary Sector Quarterly*, 35, 453-476.
- Singhal, A., & Rogers, E.M. (1999). *Entertainment-education: a communication strategy for social change*. Mahwah NJ: Lawrence Earlbaum Associates.
- Signorielli, N. (1990). Television & health: images & impact. In c. Atkin & I. Wallack (eds.). *Mass communication & public health*. Newbury park ca: sage.
- Strebel, J., Erdem, T., & Swait, J. (2004). Consumer search in high technology markets: exploring the use of traditional information channels. *Journal of Consumer Psychology*, 14, 96-104.

Strivestava, R., Strutton, D., & Pelton, L.E. (2001). The will to win: an investigation of how sales-managers can improve the quantitative aspects of their sales force's effort. *Journal of Marketing Theory & Practice*, 9, 11-26.

Vardi, Y. and Weitz, E. (2004). *Misbehavior in organizations: Theory, research, and management*. Mahwah, NJ: Lawrence Erlbaum.

Vazquez, R., Alvarez, L.I., & Santos, M.L. (2002). Market orientation and social services in private non-profit organizations. *European Journal of Marketing* 36(9-10), 1022-1046.

Vigoda, E. (2003). *Developments in Organizational Politics*. Cheltenham, Glos: Edward Elgar Publishing, Inc.

Vigoda-Gadot, E., & Yuval, F.(2004). The state of bureaucracy: public opinion about the performance of government agencies in Israel. *International Journal of Public Opinion Research*, 16(1), 63-77.

Vigoda-Gadot, E., Kapun, D. (2005). Perceptions of politics and perceived performance in public and private organizations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251–276

Wallack, L. (1991). Improving health promotion: Media advocacy & social marketing approaches. In C. Atkin & L. Wallack (Eds.). *Mass Communication & Public Health*. Newbury Park CA: Sage.

Walker, R., Jeans, E., & Rowlands, R. (2002). Measuring innovation applying the literature-based innovation output indicator to public services. *Public Administration*, 80(1), 201-214.

Walsh, K. (1994). Public sector management. *European Journal of Marketing*, 28, (3), 63-71.

Wanna, J., O'Fairchiallaigh, C., & Weller, P. (1992). *Public sector management in Australia*. Sydney: MacMillan Education.

Wanous, J.P., Poland, T.D., Premack, S.L., & Davis, K.S. (1992).The effect of met expectations on newcomer attitudes and behaviors: A review and meta-analysis. *Journal of Applied Psychology*, 77, 288-97

Webster Jr, F.E. (1994). *Market Driven Management*. New-York: John Wiley.

West, M., & Anderson, N. (1996). Innovation in top management team. *Journal of Applied Psychology*, 81(6), 680-693.

Wood, R.E., & Bandura, A. (1989). Impact of conceptions of ability an self regulation mechanisms and complex decision making. *Journal of Personality and Social Psychology*, 56, 407-415.

Yankey, J.A., Lutz C., & Koury, N. (1986). Marketing welfare services. *Public Welfare*, 44, 40-46.

Zunz, S. (1998). Resiliency and burnout: protective factors for human service managers. *Administration in Social Work*, 22(3), 39-54.