

THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE, MARKET ORIENTATION AND ORGANISATIONAL PERFORMANCE IN THE FOOD AND BEVERAGE SECTOR

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Abstract

The article's objective was to evaluate how the organisational culture influences the market orientation and, consequently, the organisational performance of bars and restaurants in São Paulo. To achieve the objective, the scale proposed by Jogaratnam (2017b) was adapted to the Brazilian reality and applied via Google Forms to professionals of bars and restaurants in the state of São Paulo, totalling 110 responses. Furthermore, the data were analysed by confirmatory factor analysis (PLS) through the SmartPLS version 3.2, which presented as significant the relationships between innovative culture and organisational performance, supportive culture and market orientation and organisational performance, demonstrating the aspects in which the food and beverage managers should pay attention to improve the performance of companies in the food and beverage sector, especially bars and restaurants.

Keywords: Market Orientation, Organisational Culture, Organisational Performance, Partial Least Squares.

1 Introduction

The present study aims to propose a model of people management in the restaurant sector, mainly because many of these establishments are of small size, which in many cases leads the owners to be the own managers of their businesses. Furthermore, the importance of the bars and restaurants sector is demonstrated according to Abrasel (Brazilian Association of Bars and Restaurants) by the fact that this type of establishment is present in all 5570 Brazilian municipalities, through about one million businesses, directly generating about six million jobs, and representing about 2.7% of the Brazilian GDP (Abrasel, 2021).

We must also consider that Brazilians' purchasing power has been increasing systematically in recent years. In addition to the fact that there is a growing increase in the life expectancy of Brazilians, the importance of these factors is the consequent increase in personal spending, especially concerning the growth of food outside the home (BuyCo, 2020).

These factors make the sector one of the most employable in the country, besides having an enormous potential for job creation, being an essential source of first job opportunities, besides absorbing unskilled labour (Abrasel, 2021).

However, the sector lit the red light with the Covid-19 crisis, especially after the Ministry of Health declared a public emergency crisis, causing many of these establishments to be closed, generating the need to search for new service forms and incorporate new hygiene and customer service practices. This sudden change caused many establishments to close their doors for good, many because they already faced management problems: such as a lack of human resources management practices, training, lack of financial management, among other problems. Among them, we can highlight the improper handling of food, causing some problems related to discomfort, or even diseases generated by improper food consumption, requiring education and training for employees, bar and restaurant owners, and managers (Young et al., 2019).

These factors were aggravated by the Covid-19 Pandemic, as these establishments started to need to manage in a better way several aspects, such as social distancing and order-taking. Home delivery, demanding from the restaurants a change in the organisational culture, besides a clear market orientation, whose purpose is to meet the customers' needs, propitiated the survival of many bars and restaurants. Nevertheless, it also condemned several to close their doors, highlighting the importance of management practices and general administration, especially the practices of people management, especially concerning recruitment and selection, training, compensation systems, performance evaluation, empowerment and communication in order to seek adaptation to market needs (Ghazali et al., 2012).

The importance of investment in people management practices and market orientation in restaurants for the improvement of performance lies in the fact that it is a very complex market, which

before the Covid-19 Pandemic, already had a mortality rate of about 35%, about the first two years of the company's life, thus being a challenge for entrepreneurs in this sector (BuyCo, 2020). The research gap is that restaurants compete in a complex market, using poor people management practices and market orientation to improve their performance.

This study tried to resolve this gap by proposing a quantitative model with PLS-SEM to improve the restaurant's competitive capabilities understanding.

Thus, the problem question of this study was: "In what way the people management practices, such as the assessment of organisational culture, can influence the market orientation, improving in this way the organisation's performance? Therefore, the research objective was "To assess how organisational culture can influence market orientation and consequently organisational performance."

To facilitate the reader's understanding of the terms used in the problem: organisation culture is the institution's beliefs shared by people, like behaviour patterns and intellectual manifestations; market orientation in this paper is understood as the way the enterprises choose to compete and how the oriented themselves to achieve customers needs; organisational performance is the degree of efficiency subjected and possibilities of operation to be determined.

To achieve the research objective, it was developed a cross-sectional survey of employees of bars and restaurants in the city of São Paulo, using the scale of Jogaratnam (2017b) that measures the influence of organisational culture on market orientation and business performance in this study, the factors the following reliability measures: Innovative Culture (Cronbach's Alpha =0.85, CR = 0.86 and AVE = 0.54), Bureaucratic Culture (Cronbach's Alpha = 0.80, CR=0.80 and AVE=0.51), Supportive Culture (Cronbach's Alpha = 0.73, CR = 0.72 and AVE = 0.57), Market Orientation (Cronbach's Alpha = 0.92, CR = 0.92 and AVE = 0,54) and finally Performance (Cronbach's Alpha = 0.93, CR = 0.94 and AVE = 0.67), the scale was translated and adapted for the Brazilian reality, being made a pre-test with about 20 respondents in order to evaluate first the semantics and later the variability.

Thus, the study was divided as follows: in chapter 2, a literature review was carried out in order to analyse state of the art regarding the items included in the scale; in chapter 3, the methodological procedures of the study were described; in chapter 4, the data analysis and discussion were carried out and, finally, the final considerations were made.

2 Theoretical Framework

2.1 Market orientation

When people become entrepreneurs, they seek to know their target audience to attract them by standing out from their competitors. Thus, the entrepreneur uses strategies to conquer his consumer market, known as market orientation.

Narver & Slater (1990) state that market orientation is related to three components: customer orientation (meeting customer expectations), competitive Orientation (advantages over competitors) and inter-functional coordination (internal resources and functions). They explain that market orientation is the resources organisations use to be a sustainable competitive advantage over competitors to win the consumer and adopt this in its organisational culture. Companies are always looking for a more effective way to achieve an advantage to win over their present and future buyers. Buyers must perceive that that product or service exceeds their expectations compared to existing alternatives, i.e., through market orientation, entrepreneurs use their internal resources and functions to stand out among their competitors and win the consumer.

Peña, Jamilena, & Molina (2017) say that it is interesting to examine the moderating effect of market orientation on consumer behaviour because market orientation is a variable that is under the control of the firm; firms with different degrees of market orientation adoption behave differently, and this behaviour can affect the relationships between the main variables of consumer behaviour,

and customer perceptions and evaluations are external to the firm but are the result of their interactions with that firm.

They also state that different levels of market orientation adoption affect the relationships between crucial consumer loyalty variables. To succeed, the extent of market orientation adoption has to be high because the functional and practical perceived value components significantly affect recommendation and repurchase intentions.

Market orientation, human capital, and entrepreneurship orientation serve as intangible resources that can increase the competitive position of independent restaurants and thus improve performance (Jogarathnam, 2017a). This author further states that market orientation is an essential resource for restaurant owners to determine the needs and wants of their customers and satisfy them need to more effectively and efficiently than their competitors.

Internal communication contributes to market orientation because, according to Danso, Poku, & Agyapong (2017), internal communication is represented as a channel, fully conveying the positive effects of each dimension of market orientation on market performance. Therefore, the enhancement of internal communication could provide unique resources for significant market performance.

For Chaisaengduean (2019), market orientation positively correlates with logistics service process quality, personal contact quality and order accuracy of logistics service providers with different levels of market orientation in a statistically significant way.

They are concerned with social responsibility, specifically sustainability; Guimaraes, Severo, & Vasconcelos (2018) state that there is an intense prior influence of strategic drivers (Entrepreneurial Orientation, Market Orientation, and Knowledge Management Orientation) on cleaner production and that when they are combined, there is a greater chance of cleaner production success, with a significant increase in a sustainable competitive advantage for small and medium-sized enterprises.

These and other strategies for market orientation depend on the culture that the entrepreneur or manager determines for the organisation. Depending on the type of organisational culture, the organisation may or may not perform well.

2.2 Organisational Culture - Innovative, Bureaucratic and Supportive.

According to the dictionary of the Portuguese language by Ferreira, Aurélio (2008, p. 197), culture is "the complex of behaviour patterns, institutions beliefs, artistic, intellectual manifestations, etc., transmitted collectively and typical of society." This being so, it can be said that organisational culture can be defined by its complex set of values, customs, beliefs, actions and how the organisation is conducted. Therefore, the company's culture will function as a guide or Orientation of employee behaviour and strategies used by the organisation, i.e. practices, habits, behaviour, principles, policy, and other factors.

According to Warrick (2017), building a healthy and strong culture is essential as it plays a significant role in the success of organisations, as does aligning culture and strategies. To this end, he assembles ten guidelines for building and sustaining cultures which are: Make a strategy and culture important leadership priorities; develop a clear understanding of the present culture; identify, communicate, educate and engage employees in cultural ideals; identify the model of the desired behaviour; recruit and develop for culture; align for consistency between strategy and culture; recognise and reward desired behaviours and practices; use symbols, ceremonies, socialisations and stories to reinforce culture; appoint a culture team and monitor and manage culture.

Like Warrick (2017), Nikpour (2017) also says that culture can have a significant influence on its internal customers (employees) and external customers (consumers), generating the competitive advantage or disadvantage of organisations depending on the type of culture.

According to Denison & Mishra (1995), organisational culture is essential when analysing and relating the consistency, adaptability, involvement and mission of organisations to profitability, quality, sales growth, employee satisfaction and overall performance because then the manager can

understand and know what strategies to use and how to use them, whether their culture is adequate to succeed or if it needs modification.

Some strategies and resources are mandatory in the insertion of organisational culture, as the current situation, according to Spicer (2020), with the Pandemic caused by the Covid-19 virus, companies have had to adapt to receive and serve their customers. Therefore, safety became something indispensable in the Organisational Culture, and with this came the use of specific hygiene care and prevention of contagion of the virus. However, according to the needs imposed by society's current situation, this adaptation made in the organisational culture is the minimum requirement for a food and beverage company. Therefore, consumers are paying attention to this.

There are several types of organisational culture, and Wallach (1983) talks about three types, bureaucratic organisational culture, innovation and support. The bureaucracy is hierarchical and compartmentalised, uses authority, works systematically and according to the same, and an intensely bureaucratic culture will probably not attract creative and ambitious people. The innovative one is exciting and dynamic. Entrepreneurial and ambitious people thrive in these environments. They are creative workplaces full of challenge and risk. Stimulation is usually constant. A suitable individual for an innovative company is driven, entrepreneurial, challenging, stimulating, creative, results-oriented and risk-taking. Supportive companies are warm places to work. People in the company are friendly, fair and helpful to each other. They are open and harmonious environments, almost like an extended family. The company has a highly supportive environment if it is reliable, safe, equitable, sociable, encouraging, open, relationship-oriented and collaborative.

Not all types of organisational cultures are suitable for the values determined by today's society. For example, according to (2017a), innovation and supportive organisational cultures have a positive relationship with organisational performance. In contrast, bureaucratic type organisational culture negatively affects organisational performance. That is, choosing to have a bureaucratic organisational culture, the organisation may perform poorly.

When it comes to the CEO (Chief Executive Officer), a position known in Brazil as Executive Director, types of organisational cultures (bureaucratic, innovative and supportive) and organisational performance, Berson et al. (2008) identified that the cultures of leaders who value freedom and creativity tend to give greater emphasis to innovation as a cultural characteristic. In turn, these cultures tend to contribute to performance outcomes such as company sales growth. CEOs who value stability, order, and predictability tend to use rigid, formalised rules and procedures embedded in bureaucratic cultures. In turn, these cultures positively associate with company efficiency and have a negative association with employee satisfaction. Finally, organisations of CEOs who value benevolence tend to emphasise support and cooperation among employees. These supportive cultures are, in turn, associated with higher employee satisfaction, meaning that depending on the type of organisational culture chosen, the company may or may not perform well organizationally.

2.3 Organisational Performance

Every entrepreneur of a for-profit company seeks financial and profitable success and needs the company to have excellent organisational performance.

Performance, according to Michaelis (2016), is the act of performing, fulfilment of obligation or promise, the manner of performing a task that will subsequently have its degree of efficiency subjected to analysis and appreciation, as well as the set of characteristics that allow the degree of efficiency and the possibilities of operation to be determined.

When it comes to an organisation, organisational performance can depend on many factors, such as those mentioned below:

For Sonnentag and Frese (2002), performance constitutes a concept associated with achieving results. Abbad (1999) expresses the idea of action to achieve objectives, subject to judgment regarding adequacy, efficiency and effectiveness. As for Fernandes, Fleury and Mills (2016), the

performance of an organisation refers to the results it attained within a certain period. According to Carbone et al. (2011), profitability, productivity, quality, and customer satisfaction are commonly used to evaluate a company's performance.

For performance in a financial way, when relating entrepreneur profile types with organisational performance, Schmidt & Bohnenberger (2009) noticed that the self-actualisation profile is the one that provides the best organisational performance as it is adherent to the ideas of self-efficacy, persistence and opportunity detection.

Ribeiro et al. (2017) say that knowledge management is essential for the achievement of superior organisational performances through mainly the dynamic integration between skills and resources, considering influence and operationality in the organisational context because the understanding of the dynamic relationships between skills and resources anchored by knowledge management is what will ensure the proper conduct of the mechanisms by which organisational performance can be sustained over time.

According to Frizzo & Gomes (2017), organisational learning influences innovation, which in turn causes influence on organisational performance.

Mehralian et al. (2017) state that total quality management positively and significantly influences organisational performance as well as there is a positive and significant relationship between total quality management and the four perspectives of organisational performance, including the financial perspective, the customer perspective, the internal process perspective and the learning and growth perspective.

Oliveira et al. (2016) suggest the VRIO model, used to assess a company's resources (tangible and intangible), as a means to good organisational performance, where V is for value, R is for rarity, I is for imitability and O for the organisation.

Transformational, autocratic and democratic leadership styles positively influence organisational performance, while transactional, charismatic and bureaucratic leadership styles negatively impact organisational performance (Al Khajeh, 2018).

Shanker et al. (2017) showed that innovative work behaviour plays a mediating role in the relationship between organisational climate for innovation and organisational performance and is an essential factor.

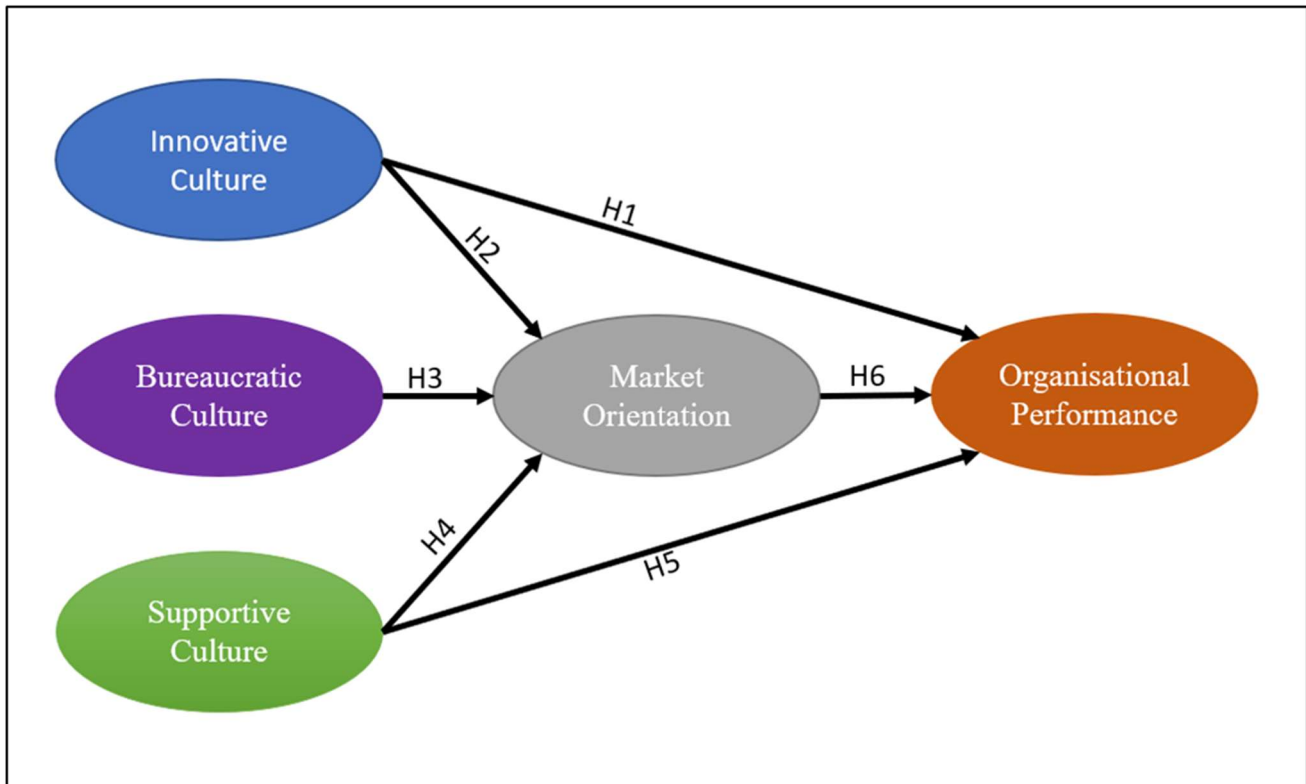
According to George et al. (2019), strategic planning has a positive, moderate and significant impact on organisational performance in the public and private sectors. Thus, strategic planning should be part of standard managerial approaches in organisations because the formality of strategic planning processes (i.e. the extent to which strategic planning includes internal and external analysis and the formulation of goals, strategies and plans) is essential for improving organisational performance. However, strategic planning is compelling for increasing organisational effectiveness (i.e. whether organisations successfully achieve their objectives) but should not necessarily be undertaken in the hope of achieving efficiency gains.

Pang & Lu (2018) state that compensation and job performance have a positive effect on financial performance dimensions such as return on assets, turnover growth rate and profitability, while work environment and job autonomy have a positive effect on non-financial performance dimensions such as customer service, employee productivity and service quality.

Masa'deh et al. (2018) that strategic orientations, being market orientation, entrepreneurial Orientation, and technology orientation, are related to organisational performance.

Because the fact that organisation performance depends on market orientation, and both are affected by the organisational culture as stated before by the presented theory all the six hypotheses are:

Figure 1 - Theoretical Model



Source: Developed by the authors (2021)

Hypothesis 1: Innovative Culture is positively related to Organisational Performance.

Because the fact that an innovative culture can affect a market orientation, the second hypothesis is:

Hypothesis 2: Innovative Culture is positively related to Market Orientation.

Because the fact that a Bureaucratic culture can hinder an enterprise's market orientation, the third hypothesis is:

Hypothesis 3: Bureaucratic Culture is negatively related to Market Orientation.

By the fact that a supportive culture can improve the way the enterprises are oriented to the Market, which can positively affect the organisational performance, hypotheses four e 5 are:

Hypothesis 4: Supportive Culture is positively related to Market Orientation.

Hypothesis 5: Supportive Culture is positively related to Organizational Performance.

Because the fact market orientation can affect the organisational performance of the enterprise, the sixth hypothesis is:

Hypothesis 6: Market Orientation is positively related to Organisational Performance.

Figure 1 demonstrates the theoretical model of the study, generated from the hypotheses:

3 Methodology

To develop the research, a Cross-Sectional Survey was used due to collecting the data only once (Babbie, 1999). This is the most appropriate approach for Malhotra's (2007) and Hair et al. (2009) Survey since the research is quantitative.

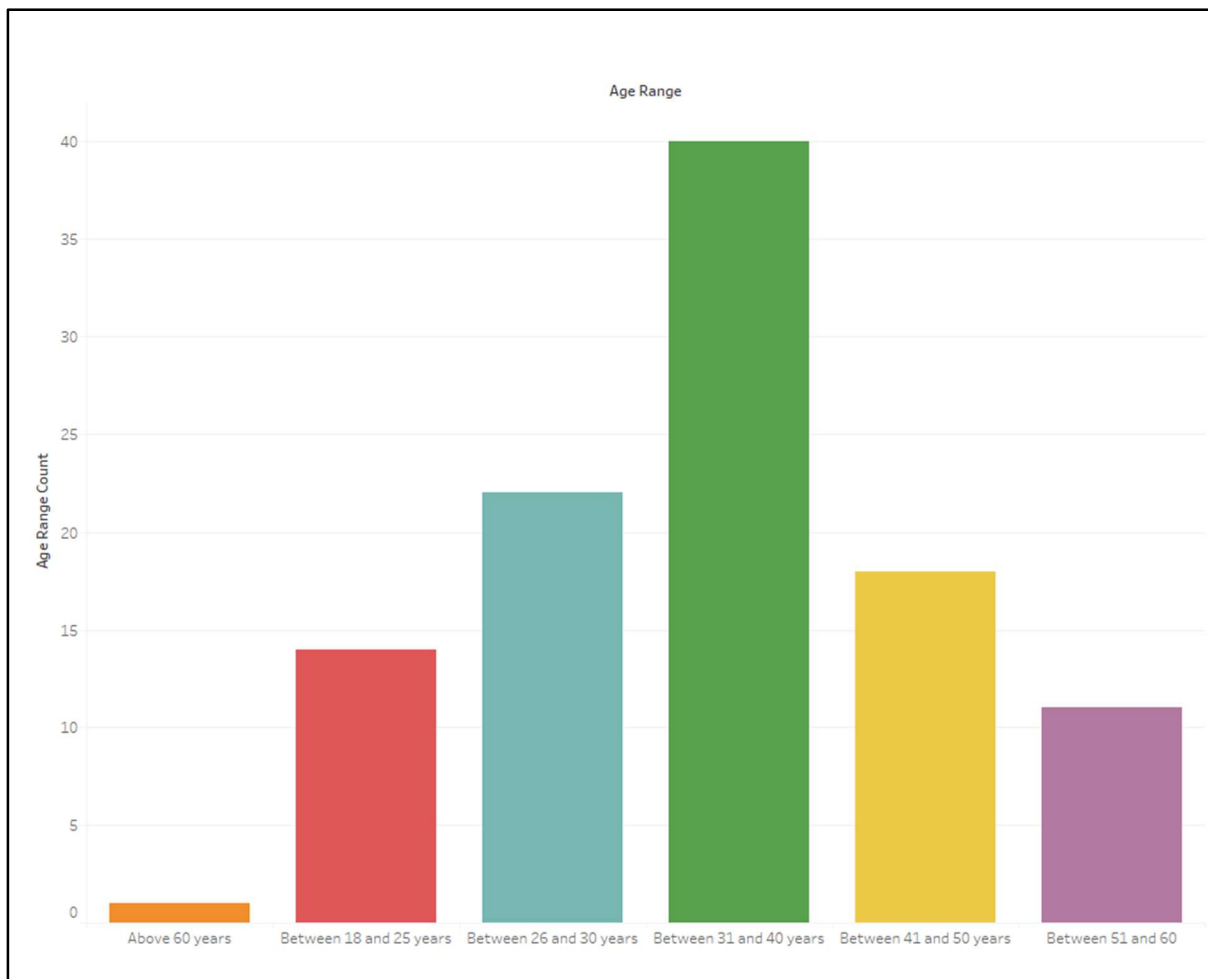
The research sample was selected by convenience and non-probabilistic by sending professionals from restaurants in the City of São Paulo, following the Podsakoff et al. (2003) recommendations to avoid or reduce the bias.

Convenience sampling is usually performed because it is less time and resource-consuming. The sample subjects were primarily students and professionals from different areas: health,

gastronomy, and hospitality. All were frequenters of restaurants and used mobile devices in their payments. The questionnaire was made available on Google Forms, and the sample was invited to fill it out through e-mail with an access link.

The data were analysed using structural equations using PLS analysis (Chin et al., 2016; Henseler et al., 2009). SmartPls 3.2.7 software (Tenenhaus et al., 2005) was used to develop the PLS analysis.

Figure 2 - Number of Respondents by Age



Source: Research data (2021)

The PLS-SEM was chosen to analyse research outcomes by the fact that allows researchers estimate complex models with many constructs, indicator variables "researchers to estimate complex models with many constructs, indicator variables, and structural paths without imposing distributional assumptions on the data" (Hair et al., 2019, p. 3).

4 Analysis

The present chapter aims to demonstrate the research data analysis, which counted on 111 valid responses obtained by sending questionnaires to restaurant professionals in São Paulo. In order to observe the respondents' profiles, it was first carried out the analysis of the respondents' demographic data; figure 2 presents the age range of the research participants.

Through figure 2, one can observe that the highest concentration of respondents is in the range "between 31 and 40 years of age", with a total of 40 respondents, about 36%, followed by "between 26 and 30 years of age", totalling 22 respondents, About 20% of the sample, "between 41 and 50

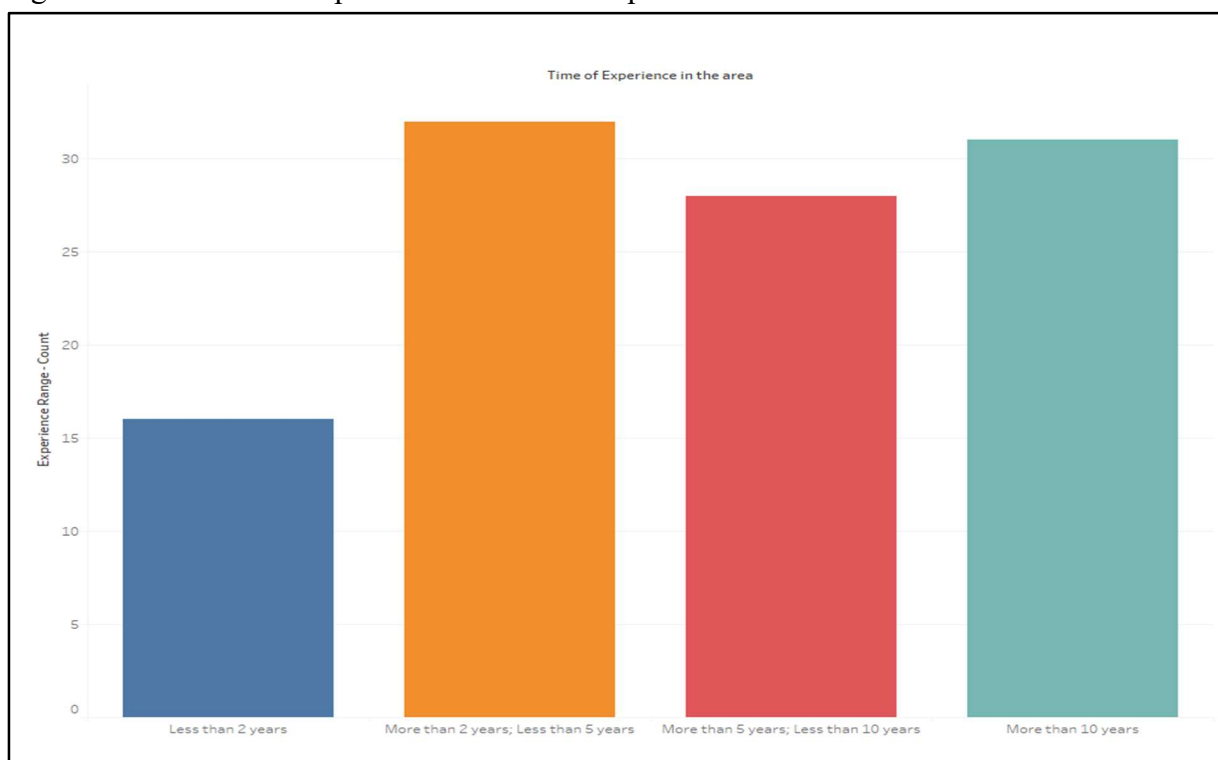
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years of age," with 18 respondents; about 16% of the sample, "Between 18 and 25 years", with 14 responses; about 12% of the sample, "between 51 and 60 years", with 11 respondents, about 10% of the sample, Nil with five respondents, about 4.5% of the sample and Above 60 years with one respondent less than 1% of the sample.

Having analysed the age range of the respondents, the time of experience of the survey respondents was analysed, based on figure 3.

Through figure 3, it can be observed that 32 (29.1%) of the respondents had "More than two years; Less than five years of experience" in the Gastronomy area, while 31 (28.2%) of the respondents had "More than ten years of experience", 28(25.5%) of the respondents had "More than five years; Less than ten years' experience", 16(14.5%) of the respondents had "Less than two years' experience".

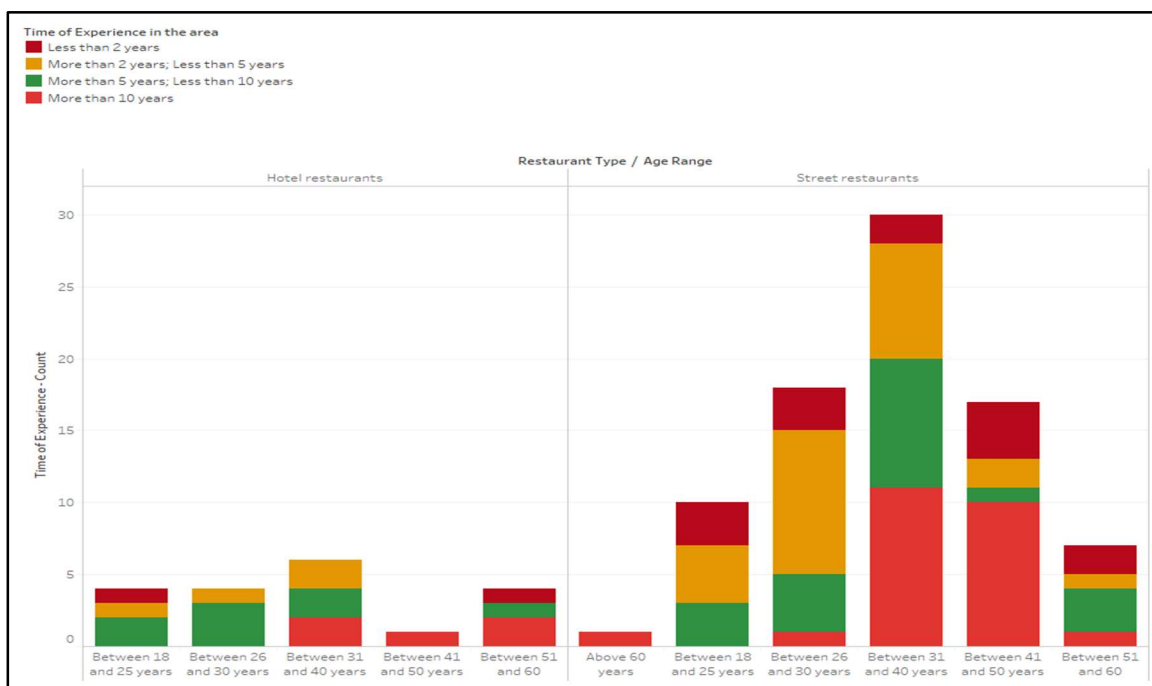
Figure 3 - Number of Respondents x Time of Experience in the area



Source: Research data (2021)

Having finalised the respondents' experience, we then analysed the intersection between the age bracket of the respondents and the length of experience, which can be seen in figure 4.

Figure 4 - Age Range grouped by the length of experience in the area

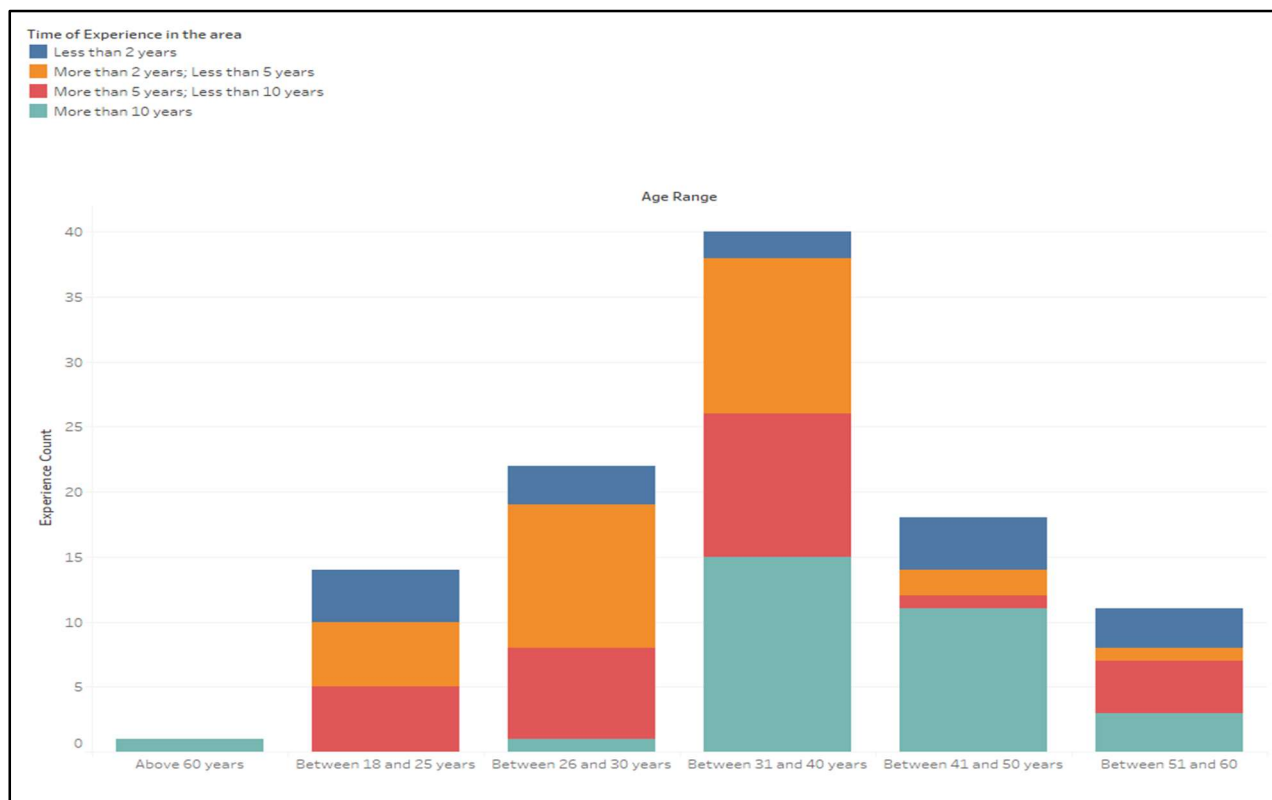


Source: Research data (2021)

Through figure 4, only 1(0.9%) respondent declared himself in the range "above 60 years", in the Range "Between 18 and 25 years", 5(4.5%) respondents have "more than two years; less than five years" of experience in gastronomy area, 5(4.5%) have "more than five years; less than ten years" and 4(3.6%) have "Less than two years' experience". In the range "Between 26 and 30 years old", 1 (0.9%) respondent has more than ten years of experience, 11 (10%) have "More than two years; less than five years of experience", 7 (6.4%) respondents have "More than five years; less than ten years of experience" and 3 (2.7%) have less than two years of experience. In the range "Between 31 and 40 years old", 15(13.6%) have "More than ten years of experience", while 12(10.9%) respondents have "More than two years; Less than five years of experience", 11(10%) respondents have "More than 5 years; Less than 10 years" experience and 2(1.8%) have less than 2 years of experience. In the range "Between 41 and 50 years", 11 respondents (10%) said they have "More than ten years" of experience in gastronomy, while 2 (1.8%) said they have "More than two years; Less than five years" of experience, 1 (0.9%) said they have "More than five years; Less than ten years" of experience, 4 (3.6%) said they have "Less than two years" of experience. Finally, in the range "Between 51 and 60 Years", 3(2.7) respondents declared to have "More than ten years of experience", while 1(0.9%) declared to have "More than 2 Years; Less than five years of experience", 4(3.6%) respondents declared to have "More than five years; Less than ten years" of experience and finally 3(2.7%) declared to have "Less than two years" of experience in the gastronomy area.

Figure 5 demonstrates the respondents' classification by restaurant type, experience, and age group.

Figure 5 - Type of Restaurant / Age Range Grouped / Experience in the area



Source: Research data (2021)

Figure 5 shows that concerning the respondents that did not declare (null) the type of restaurant they work in, four also marked null for experience and the age range. In contrast, for those in the range "Between 31 and 40 years old", two declared having more than ten years of experience, and two declared having more than two years and less than five years of experience in the gastronomy area. As for those who declared they work in hotel restaurants in the 26 to 30 age range, one declared to have more than two years and less than five years of experience. In contrast, two declared more than five years and less than ten years of experience, while only one declared less than two years of experience. In the 26 to 30 age group, one respondent had more than two years and less than ten years of experience, while 3 had more than five years and less than ten years of experience. For those in the 31-40 age group, two reported having more than ten years of experience, two reported having more than two years and less than five years, and two reported having more than five years and less than ten years of experience in the gastronomy area. Of the respondents between 41 and 50 years old, only one declared to have more than ten years of experience in the gastronomy area. While the respondents were between 51 and 60, 2 had more than ten years of experience, 1 had more than five years and less than ten years, and 1 had less than two years of experience.

Also, based on figure 5, the respondents who declared to work in street restaurants, related to the respondent who declared to be over 60 years old, had over ten years of experience. On the other hand, of the respondents between 18 and 25 years of age, four declared more than two years and less than five years of experience, and three declared more than five years and less than ten years of experience. The other three declared to have less than two years of experience in the gastronomy area. In the 26 to 30 age group, only one declared to have more than ten years of experience. In contrast, ten others declared to have more than two and less than five years of experience, four others declared to have more than five and less than ten years of experience, and three declared to have less than two years of experience. Of respondents in the 31-40 age group, 11 reported having more than ten years of experience, eight reported having more than two years, less than five years of experience, nine

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reported having more than five years, less than ten years of experience and two reported having less than two years of experience. In the 41 to 50 age brackets, ten respondents reported having more than ten years of experience.

In contrast, another two reported having more than two years and less than five years of experience. In comparison, one reported having more than five years, less than ten years of experience and another 4 reported having less than two years of experience. Finally, in the 51 to 60 age group, one declared to have more than ten years of experience, one declared to have more than two years, less than five years of experience, three declared to have more than five years, less than ten years of experience and 2 declared to have less than two years of experience.

After finalising the analysis of the demographics, the data were analysed using structural equation analysis to perform the confirmatory factor analysis, which was carried out using the SmartPLS 3.2.7 software (C. Ringle et al., 2015).

The confirmatory factor analysis will use the theoretical model to analyse the data. SmartPLS 3.2.7 (C. Ringle et al., 2015) was used for this.

Table 1 - Reliability and Validity of the Model

Aiming to perform the confirmatory factor analysis it was first verified the observable variables that had a load value below 0.7 as recommended by Hair et al. (2016), thus it was decided to make the elimination parsimoniously, being eliminated in the first round the variable: ORIEMERC04 => 0.421; in the second round CULTBUR08=> 0.454; in the third CULTINOV06 => 0.363; in the fourth round ORIEMERC02 = 0.562; in the fifth round ORIEMERC01 => 0.560 and finally ORIEMERC03 => 0.580. In the seventh round, there were no more observable variables with values below the recommended ones, so the paths' significance was also observed. In a parsimonious way, it was decided to eliminate the path Bureaucratic Culture -> Market Orientation => $\Gamma = 0.651$; sig=0.516 for presenting the smallest value of Γ within the others. This adjustment led to the elimination of the Bureaucratic Culture factor. In the eighth round, the path between the factors support Culture -> Organizational Performance => $\Gamma = 0.892$; sig=0.373. In the ninth round, the relationship between the factors Innovative Culture -> Market Orientation => $\Gamma = 1.378$; sig=0.169. The tenth round decided to keep the relationship between Market Orientation -> Performance $\Gamma = 1.919$; sig=0.056 as close to the significance threshold.

Having finalised the elimination of variables and path analysis, we then proceeded to verify the quality of the model, first through the analysis of the explanation coefficient Pearson's R², which presented the following values Performance => $\beta=0.176$; Market Orientation => $\beta=0.142$, respectively indicating obtaining average R² values (J. Hair Jr et al., 2016; C. M. Ringle et al., 2014). (Hair et al., 2019)

After Pearson's R² analysis, Cohen's F² effect analysis was performed whose values found were: Innovative Culture -> Performance 0.108 (small); Supportive Culture => 0.176 (medium) and Market Orientation -> Performance => 0.042 (small) (Cohen, 1988; C. M. Ringle et al., 2014; Hair et al., 2019)

The following quality assessment of the model will be carried out based on Table 1, where the following measures were verified: Cronbach's Alpha > 0.6, Composite Reliability > 0.6 and average variance extracted (AVE) > 0.5 (J. F. Hair Jr et al., 2010; C. M. Ringle et al., 2014; Hair et al. 2019).

Table 1 - Reliability and Validity of the Model

	Cronbach's alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovative Culture	0,881	0,897	0,907	0,620
Supportive Culture	0,950	0,969	0,959	0,768
Performance	0,942	0,946	0,954	0,777
Market orientation	0,840	0,851	0,887	0,614

Source: Research Data (2021)

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Through Table 1, the continuity of the model quality analysis was carried out, using first the Average Variance Extracted, whose factors presented values higher than those recommended by Hair et al. (2016), which is 0.5, with the values presented: Innovative Culture => 0.620; Supportive Culture => 0.768; Performance => 0.777 and Market Orientation => 0.614.

Table 2 - Model's Cross Loadings

	Supportive Culture	Innovative Culture	Performance	Market orientation
CULTAPO01	0,828	0,638	0,215	0,364
CULTAPO02	0,839	0,624	0,223	0,278
CULTAPO03	0,905	0,696	0,186	0,281
CULTAPO04	0,873	0,596	0,181	0,248
CULTAPO05	0,891	0,707	0,251	0,286
CULTAPO06	0,898	0,638	0,247	0,446
CULTAPO07	0,900	0,607	0,203	0,380
CULTINOV01	0,519	0,709	0,266	0,287
CULTINOV02	0,688	0,818	0,211	0,302
CULTINOV03	0,614	0,843	0,375	0,328
CULTINOV04	0,684	0,792	0,137	0,241
CULTINOV05	0,598	0,818	0,370	0,320
CULTINOV07	0,448	0,736	0,346	0,267
DESEMP01	0,149	0,332	0,844	0,318
DESEMP02	0,260	0,386	0,898	0,333
DESEMP03	0,158	0,313	0,855	0,275
DESEMP04	0,250	0,341	0,893	0,279
DESEMP05	0,198	0,342	0,891	0,178
DESEMP06	0,281	0,368	0,905	0,291
ORIEMERC05	0,439	0,308	0,088	0,663
ORIEMERC06	0,361	0,360	0,200	0,742
ORIEMERC07	0,255	0,200	0,168	0,783
ORIEMERC08	0,267	0,332	0,416	0,889
ORIEMERC09	0,174	0,241	0,343	0,823

Source: Research data (2021)

Also, based on Table 1, Cronbach's Alpha analysis was performed, which measures the internal Reliability of the model, whose values, according to Pestana and Gageiro (2014), should be above 0.6; in the case of this model, all values were above the recommendation. Thus, the values found were: Innovative Culture => 0.881; Supportive Culture = 0.950; Performance = 0.942 and Market Orientation => 0.840.

The rho_A analysis was also performed, whose values must be above 0.6 according to Dijkstra and Henseler (2015), and the model values obtained were: Innovative Culture: 0.897; Supportive Culture => 0.950; Performance => 0.942 and Market Orientation => 0.851.

The last analysis based on Table 1 was the composite Reliability (CR), whose recommended values should be above 0.6. According to Hair et al. (2016) and Dijkstra and Henseler (2015), the values found were: Innovative Culture => 0.907; Supportive Culture = 0.959; Performance = 0.954 and Market Orientation => 0.887.

Having finished the analysis to assess the quality of the model, it was performed a discriminant analysis of the model, which aims to validate whether a construct is distinct from another by empirical patterns, implying that it does not capture the phenomenon represented by another construct (J. Hair et al., 2016). For Hair et al. (2016), the first discriminant analysis usually performed is the analysis of cross-loadings, whose values are presented in Table 2.

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The second criterion to analyse the discriminant validity of the model was the Fornell and Larcker (1981) criterion, which compares the square roots of the AVEs with the values of the existing correlations between the latent variables and whose values are shown in Table 3.

As observed in Table 3, the highlighted values (squares of the AVEs) are more significant than the following values representing the correlations of the latent variables, demonstrating that it has discriminant validity according to this criterion.

The third criterion to obtain the discriminant validity was the Heterotrait-Monotrait (HTMT) correlations analysis, whose data were presented in Table 3, which according to Henseler, Ringle and Sarterdt (2015) and Henseler (2017), detect that the discriminant validity is better detected by the Heterotrait-Monotrait (HTMT) criterion, for the correlations to have discriminant validity Garson (2013) suggests that the values should be below 1.0, as observed in Table 3, all values are below the recommended, indicating that all constructs have discriminant validity according to this criterion.

Table 3 - Fornell and Larcker and HTMT (Heterotrait-Monotrait) criteria

	Fornell and Larcker criterion				Heterotrait - Monotrait (HTMT)		
	Innovative Culture	Supportive Culture	Performance	Market orientation	Innovative Culture	Supportive Culture	Performance
Innovative Culture	0,7875761						
Supportive Culture	0,7322322	0,8765			0,81951455		
Performance	0,3954461	0,2478	0,88132774		0,39225632	0,25638	
Market orientation	0,3775255	0,3873	0,32062643	0,7836369	0,41751299	0,41197	0,34510

Source: Research data (2021).

After checking discriminant validity using the three criteria suggested by Hair et al. (2016), the next step was to analyse the overall model fit using the SRMR criterion, as Garson (2013) suggested, as can be seen in Table 4.

Table 4 - Model Adjustment

	Saturated Model	Estimated Model
SRMR	0,084	0,087
d_ ULS	2,138	2,292
d_ G	1,134	1,140
Chi-Square	611,403	611,111
NFI	0,756	0,756

Source: Research data (2021).

The SRMR is an approximate measure of model fit. It measures the difference between the observed correlation matrix and the implicit correlation matrix, Hu and Bentler (1999) advocate that by convention, a good model has a fit below 0.08, while some researchers suggest a lenient value of 0,10, as observed by Garson (2016), observing the values presented in the table it can be seen that the saturated model, presents the value of 0.087, which is below the suggested value of 0.10 suggested by Garson (2013) as a lenient value, which indicates that the model has a good fit. The NFI value that shows the model's fit indicates that the better of 1, the better the fit of the model, for our case, 0.756, indicating a good fit (Arbuckle, 2012; Byrne, 2001, 2016).

Following the Hair et al. (2019) and Shmueli et al. (2019) recommendations, the PLSPredict, which was initiated using ten folds to dependent constructs Q2 analyses and found these values: Market Orientation (Q2 => 0,122; RMSE => 0,952; MAE => 0,768) and Performance (Q2 => 0,12; RMSE = 0,964; MAE => 0,748) indicating the model has predictive value. The next was to assess

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how strong is the prediction model, with was achieved using the indicators histograms to assess the distribution aiming to decide if the RMSE metric or MAE was used to assess the model; after that procedure, the researchers decided to use the RMSE metric, to evaluate the predictive model force, the outcomes are demonstrated in table 5:

Table 5 – Model Prediction Power using RMSE.

	PLS-SEM_RMSE	LM_RMSE	Diff
ORIEMERC05	1,05	1,11	-0,06
ORIEMERC06	0,964	1,001	-0,037
ORIEMERC07	1,31	1,478	-0,168
ORIEMERC08	1,161	1,205	-0,044
ORIEMERC09	1,289	1,39	-0,101
DESEMP01	0,765	0,795	-0,03
DESEMP02	0,796	0,856	-0,06
DESEMP03	0,736	0,774	-0,038
DESEMP04	0,8	0,871	-0,071
DESEMP05	0,812	0,906	-0,094

Source: Research data (2021).

Comparing the RMSE value using the last column, we note that all values are small than LM, which according to Hair et al. (2019) and Shmueli et al. (2019), the model has high predictive power.

Having concluded the verification of the model adjustment and prediction power, it analysed the validity of the paths through the bootstrapping analysis of the valid paths of the model, whose values must be above $\Gamma=1.96$ and significance below $\text{sig}=0.05$ (J. Hair et al., 2016). Table 7 demonstrates the values found for the proposed model.

Based on the values found in table 6, one can observe that three paths were supported. In contrast, others were not supported, which implies accepting three proposed hypotheses and rejecting another three hypotheses. The supported and unsupported hypotheses are shown in table 7.

Figure 6 shows that hypothesis H1 - "Innovative Culture is positively related to performance"- was supported as necessary for bar and restaurant managers because not all types of organisational cultures are suitable for organisational values Jogaratnan (2017a). The confirmation of this hypothesis was also advocated by Jogaratnam (2017a), stating that this type of culture has a positive relationship with organisational performance. According to Berson et al. (2008), this aspect is vital because leader cultures value creativity, emphasising innovation.

The improvement in restaurant performance is substantial because, according to Carbone et al. (2011), it influences profitability, productivity, quality and customer satisfaction. Furthermore, achieving goals is achieved, thus promoting the efficiency and effectiveness of employees in bars and restaurants (ABBAD, 1999; Sonnentag & Frese, 2002).

Table 6 - Path analysis

	Original Sample	Sample Average	Standard Deviation	Γ	Sig
Innovative Culture -> Performance	0,320	0,340	0,075	4,261	0,000

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Innovative Culture -> Market Orientation	0,203	0,217	0,147	1,379	0,169
Bureaucratic Culture -> Market Orientation	-0,104	-0,070	0,160	0,651	0,516
Supportive Culture -> Market Orientation	0,387	0,403	0,085	4,551	0,000
Supportive Culture -> Performance	-0,132	-0,122	0,147	0,892	0,373
Market orientation -> Performance	0,200	0,194	0,104	1,919	0,056

Source: Research data (2021)

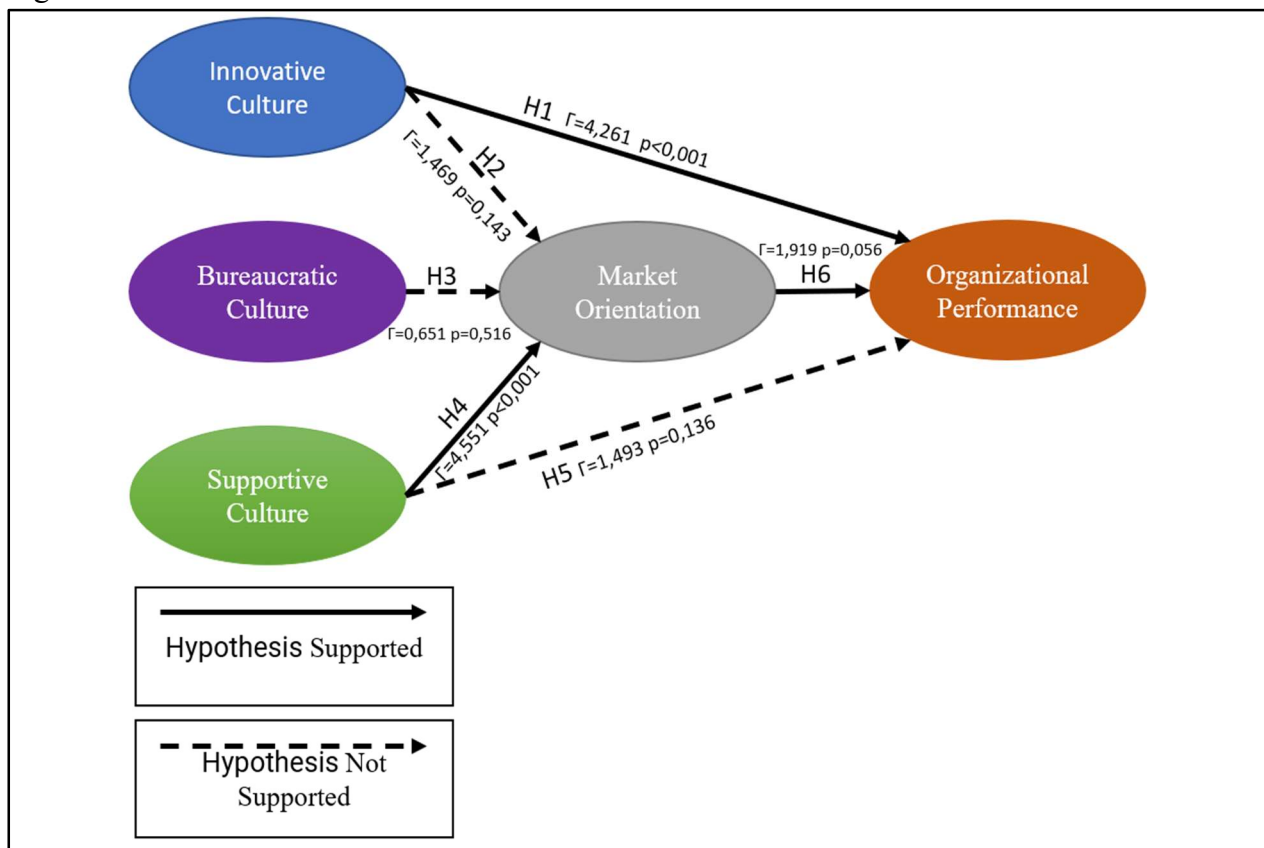
Table 7 - Status of the Study Hypotheses

Sequence	Hypotheses	Situation
H1	An innovative culture is positively related to Organisational Performance.	Supported
H2	An innovative culture is positively related to Market Orientation.	Not Supported
H3	Bureaucratic culture is related to Market Orientation.	Not Supported
H4	Supportive culture is positively related to Market Orientation.	Supported
H5	Supportive culture is positively related to Organisational Performance.	Not Supported
H6	Market Orientation is positively related to Organizational Performance.	Supported

Source: Research data (2021)

Also, using figure 6, it can be seen that the hypothesis "H2-A Innovative Culture is positively related to Market Orientation" was not supported; this may be since many managers, and owners of restaurants do not associate market orientation with three main components: customer orientation, competitive Orientation and inter-functional coordination understanding that they are separate actions, which however should be done in an integrated way according to Narver & Slater (1990) and Penã, Jamilena & Molina (2017), indicating that it should pay attention to the moderating effect of consumer behaviour. Besides adopting an innovative culture, restaurants should meet customers' needs and obtain a positive relationship with organisational performance (ABBAD, 1999; Sonnentag & Frese, 2002).

Figure 6 - Final Model



Source: Prepared by the authors (2021)

Through figure 6, it is also observed that the hypothesis "H3- Bureaucratic Culture is related to Market Orientation," which can be explained by the fact that the bureaucratic culture focuses on the internal aspect of the organisation, prizing efficiency, not worrying about the customer, to Seek market orientation, according to Narver & Slater (1990) and Penã, Jamilena & Molina (2017), mainly through consumer behaviour analysis.

However, it should be noted that this research was expected to find a significant but negative relationship between these two factors since market orientation, human capital, and entrepreneurship orientation serve as intangible resources that can increase the competitive position of independent restaurants and thus improve performance. However, they require the organisation to pay attention to its customers by turning outward, not inward, as the bureaucratic Culture advocates (Jogaratham, 2017a).

Regarding the hypothesis "H4 - The Supportive Culture is positively related to Market Orientation", which was supported, this is mainly what was stated by Warrick (2017) and Nikpour (2017) regarding the importance of the culture of positively influencing both internal and external customers, especially concerning the supportive culture, which according to Wallach (1983) is responsible for creating a collaborative and warm environment. This aligns perfectly with market orientation. According to Narver and Slater (1990), this does this through organisational resources, such as knowledge promoted by the interaction between employees and customers to meet customer expectations to define competitive Orientation.

This need became more evident with the outbreak of Covid-19, being in many cases mandatory since the restaurants began not only to meet the needs of customers and be more attentive to this but also needed to adopt security measures and create new forms of service, making those who used the resources better able to adapt and thus orient themselves to the Market (Spicer, 2020).

Also, based on figure 6, it can be observed that the hypothesis "H5- The Supportive Culture is positively related to Organizational Performance" was not supported, demonstrating that the supportive culture for its characteristic of creating a collaborative environment, also focused on innovations and alignment with the needs of customers, can pass a false image of not positively affecting the organisational performance, a fact that perhaps needs to be better worked out by managers, mainly is based on the fact that the culture can positively influence both internal and external customers (Nikpour, 2017; Wallach, 1983; Warrick, 2017).

Finally, based on figure 6, the hypothesis "H6- Market Orientation is positively related to Organizational Performance" was supported, reinforcing what was stated in the previous hypothesis H5, since there is a positive relationship between Market Orientation and organisational performance, which may seem counterproductive, Since the company needs to focus on innovations and also in understanding the customers' desires, besides providing a culture that favours teamwork and use of resources, it may seem risky at first, but it can create a sustainable competitive advantage for restaurants (Henrique Rocha Fernandes et al., 2006; Jogaratnam, 2017b; Masa'deh et al., 2018; Narver & Slater, 1990; Polo Peña et al., 2017; Sonnentag & Frese, 2002; Wallach, 1983).

5 Conclusion

The research objective was achieved when performing the data collection and data analysis based on the hypotheses generated by the study, which supported hypothesis H1, which advocated that the innovative culture positively influences organisational performance, being an essential aspect for managers of food and beverages pay attention to encourage a culture that fosters the emergence of innovations through mainly the interaction and exchange of knowledge among employees, suppliers and customers. Furthermore, hypothesis H4 was also supported, indicating that the culture of support facilitates market orientation, which is justified since this type of culture favours an environment of interaction and also the exchange of knowledge, in addition to promoting integration with customers, aiming mainly to understand the wishes and needs of them, thus improving the products and also the service, something that is essential for the food and beverage sector, especially concerning the emergence of innovations, through an environment that favours the exchange of knowledge and interaction among participants. Finally, hypothesis H6 advocates that market orientation favours organisational performance, giving managers a hint that investment in an innovative and supportive culture favours both market orientation and organisational performance.

6 Implications and Further Research

The research implications were the purpose of a tested model which can be applied by Beverage and Food Managers to manage food service enterprises; also, this model can be used by researchers to test in other industries.

The research limitations were mainly due to the need to extend the study to other types of industry and provide the expansion of the model. In addition, since the study focused on the influence of culture on market orientation and organisational performance, future studies may propose new dimensions or even try to validate the dimensions that were not validated in this study. Future researchers may also develop comparative studies in geographical and intersectoral terms.

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