

**THE EFFECT OF MARKETING MANAGERS'  
BOUNDARY SPANNING ABILITY ON ORGANIZATIONAL CULTURE**

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**ABSTRACT**

The market today is characterized by incredible competition and change. In response, organizations are becoming highly matrixed with multiple functional areas. Marketing as an innovative or adaptive force is playing an increasingly important role in connecting various functional areas in the organization. Marketing managers, as agents for conducting marketing function, are facing the challenge of fulfilling both external and internal boundary spanning roles and committing themselves to cross-functional tasks. Externally, they need to relate the marketing practices to the current needs of customers and suppliers. Internally, they must break the internal barriers and communicate the market intelligence to different functional areas.

Drawing upon organizational support theory, the current study establishes and tests a structural model, which relates perceived organizational support of marketing managers, their boundary spanning ability, their multi-foci commitments and organizational culture. The hypothesized model is supported by structural equation modeling results of survey responses from 348 marketing managers.

The findings show that marketing managers' boundary spanning roles and multi-foci commitments are closely related to their perceived organizational support. A high level of perceived organizational support fulfills marketing managers' socioemotional needs in boundary spanning situations and strengthens their multiple role identities. The findings further illustrate that marketing managers facilitate the formation of proactive organizational culture by fulfilling both internal boundary spanning and external boundary spanning roles, and by demonstrating multi-foci commitments to various groups in the organizations.

The study contributes to the better understanding of the managerial role in executing marketing functions and shaping the organizational cultures.