Australian Journal of Basic and Applied Sciences, 7(7): 777-786, 2013
ISSN 1991-8178

Explaining the Relationships Between Marketing's Accountability and Internal Legitimacy with the Firm Performance (The Case Study of the Productive Brand Owner Firms)

[1]Shiva Yazdanfar, [2]Bahman Hajipour and [3]Afshin Ghasemi

[1]Master of Executive Management, Department of Management, Science and Research Branch, Islamic Azad University, khouzestan-Iran.
[2]Associate professor, Shahid Chamran University of Ahvaz, Ahvaz, Iran.
[3]Master of Administration Management, Shahid Chamran University-Ahvaz, Iran.

Abstract: Consensus exists in the academic and business expertsregarding the growing challenges in the status of the marketing department within the organization. Practitioners and academics suggest that the department does not get enough acknowledgeelements from the upper echelondue to its lack of accountability and internal legitimacy, despite its pivotal role in influencing the company's strategic direction.Marketing's lack of accountability not only leads to a weakening of the department's influence within the organization, but also threatens the department's legitimacy within the organization. Importance of marketing department and accountability of the firms have always been discussed by the industries and different organization's managers. In some firms, marketing has merely been one of the firm's segments and all of the branches have an identical status in the firm and none of them have the leadership duty. The aim of this study is explaining the relationship between the marketing's accountability and internal legitimacy by the firm performance. The methodology of the current study is a kind of descriptive-correlational one. The data collection instrument is a researcher-made questionnaire including a five-choice-range of Likert which has been distributed among the statistical sample of 315 of the middle managers and the employees of 35 brand owner firms in the clothing, home appliances, audio-visual, and furniture industries. The collected data has been analyzed using the structural equations modeling. The obtained results of the study indicated that the internal accountability of the marketing segment has a significant positive effect on the internal legitimacy and consequently its performance. More precisely, by increasing the marketing's accountability, the legitimacy of that segment has increased among other segments and this caused the firm performance improvement. However, the significant positive effect of the marketing's legitimacy on the willingness to collaborate and share knowledge with the mentioned segment has been confirmed, only the willingness to collaborate indicated its significant positive effect on the firm performance.

Key words: Marketing department, Accountability, Legitimacy, Willingness to Collaborate, Willingness to Share Knowledge, Firm Performance.

INTRODUCTION

In ideal conditions, all of the affairs should be combined together to achieve the general goals of the firm. Practically, however, the relationship between the segments is full of different ideas and misunderstandings. Some of the marketers believe that, in firms and institutions, the main work is related to the marketing segment. From the viewpoint of marketing and its concept, the firm tends to combine all of the affairs to satisfy the consumer. The marketing segment takes a special care of the consumer's view, but other segments take care of their assigned affairs and it is unlikely to show a kind of tendency towards the combination of their efforts in favor of the marketing segment (kotler *et al*., 1999).The principal reason that marketing as a discipline is at an all-time low is because of its lack of accountability to the directions for the often enormous amounts of money invested by marketers. One US academic, David Stewart (2008), estimates that companies devoted no less than 20-25 percent of their expenditure to marketing. However, despite the high proportion of funds dedicated to marketing, McGovern *et al* reported in the *Harvard Business Review* in November 204 that: "In a survey of large US companies, more than one-third reported that their boards spent less than 10 percent of their time discussing marketing or customer related activities" (McDonald & Mouncey, 2009). The marketing literature highlights concerns about the declining influence of the marketing departments within organizations (e.g.,Verhoef & Lee flang, 2009; Webster *et al*., 2005). The growing perception of the lack of legitimacy and accountability undermines the credibility of marketing within the firm, threatens its standing, and even questions its existence as a distinct organizational capability (O'Sullivan and Abela, 2007).To understand the status and

Corresponding Author: Shiva Yazdanfar, Master of Executive Management, Department of Management, Science and Research Branch, Islamic Azad University, khouzestan-Iran
E-mail: shiva_yazdanfar@yahoo.com

credibility of marketing within the organization better, researchers should examine two key concepts: marketing accountability and marketing legitimacy. Marketing accountability is the extent to which marketing activities and expenditures can account for financial and nonfinancial firm performance metrics. Meanwhile, Suchman (1995) defines marketing legitimacy as other stakeholders' opinion that the actions of the marketing entity are desirable and appropriate.

Practitioners express concern that marketers have become less respectable within the organization (Clark, 2008), which creates a challenge for marketers to influence organizational strategy. Many businesses view marketing as a cost center without recognizing how it contributes to the bottom line" (Goldsmith, 2009). Indeed, many senior managers do not hesitate to cut marketing budgets during times of economic crisis in hopes of improving the firm's cash flow in return for increased sales and market share (Quelch and Jocz, 2009). According to institutional and legitimacy theories, an organization perceived as desirable and accountable for its activities has legitimacy (Suchman, 1995). Consequently, a lack of accountability reduces this legitimacy. Such diminished legitimacy for the marketing department might hinder other functional areas' willingness to collaborate and share knowledge with the department, which is critical for enhancing firm performance (Homburg and Workman, 1999; Levitt, 1969).

The prior studies have investigated the marketing's accountability more (Moorman & Rust, 1999; verhoef & Lee flang, 2009), and the internal legitimacy of this segment inside the organization has gotten the least attention. However, in the present study the internal legitimacy of the marketing segment and the effect of accountability and legitimacy of the marketing segment on the firm performance have been specifically investigated.

The current study is a complementary for the presented study by Park *et al* (2011). These researchers in their study, by applying the organizational theories and legitimacy presented a model which indicates the amount of effectively of the unaccountability and the lack of internal legitimacy of the marketing segment on the hindrance creation on the other segments' willingness to collaborate and share knowledge with the mentioned segment. Therefore, in the present study, the authors have investigated a part of the model and are looking for explaining the relationship between some introduced variables by these researchers. This study looks for the three following goals:

Investigating the effect of marketing accountability on its legitimacy;

Investigating the degree of marketing legitimacy's effect on the willingness of the other segments to collaborate and share knowledge with the mentioned segment;

Commenting on the degree of the willingness of other segments effect to collaborate and share knowledge with the marketing segment on the firm performance.

MATERIALS AND METHODS

The organizational theories and the legitimacy are looking for investigation the degree of the marketing segment's effect on its internal legitimacy from the viewpoints of the shareholders outside of the organization. According to institutional theory, organizations operate within a social framework of norms, values, and taken-for-granted assumptions about what constitutes appropriate or acceptable economic behavior. Either socially constructed limits constrain organizational. Choices or social justification induces these choices (Oliver, 1997). Weber (1978) and Parsons (1960) defined organizational legitimacy as an anchor point in vastly expanded theoretical literature, addressing normative and cognitive forces that constrain, construct, and empower organizational actors (Suchman, 1995). Values play a crucial role in organizations. They bring the legitimacy and also direct the people who are loyal to these values (whetten & Cameron, 1998). Various views of organizational legitimacy exist. For example, some opinions indicate that businesses operate under a mandate from society; society can withdraw that mandate if businesses do not do the right things (Guthrie and Parker, 1989; Wilkinson, 1983). The problem of legitimacy the question of what makes a department legitimate or illegitimate and what justifies a certain type of a certain system of ruling has long been a matter of both theoretical debate and practical disagreement (stillman, 1974).

Legitimacy is one of the concepts and sources which the organization should get it from its environment. In fact, the legitimacy is a thing which is exchanged inside the organization (Tilling, 2005). Parsons (1956) , an early writer on the concept of organizational legitimacy, sees this as society's assessment of the usefulness of the organization and its output and believes that the organization would take steps to ensure its legitimacy. Maurer (1971) asserts thatlegitimacy is the process whereby an organization justifies its right to exist to a peer or superordinate system. legitimacy relates to the objective compatibility between the value patterns of the relevant systems and the results of them output(stillman, 1974).

Scott (1991) depict legitimacy as stemming from congruence between the organization and its cultural environment: Organizations are legitimate when they are understandable and desirable.

For legitimacy "The value pattern of the society" is the generalized criteria of desirability, the standards for evaluation, the normative priorities (stillman, 1974). Among these various views, this paper adopts Suchman's definition of organizational legitimacy, which explicitly acknowledges the role of the social audience: “a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (p 574). By responding sincerely to audiences' demands, the audiences perceive the organization as legitimate and provide support for its activities (park *et al*, 2011).

Marketing's Accountability and Internal Legitimacy:

Legitimacy may manifested by the organization’s isomorphism with institutionalized standards, expectations, and symbols (Glynn & Abnzug, 2002; Suchman, 1995) or in the institutionalization of meanings that are valued by an organization’s membership or audience (Selznick, 1957; Suchman, 1995). An organization is said to be legitimate if it meets a given standard or criterion of acceptability. While this definition may imply that legitimacy is dichotomous – either the organization meets or does not meet the given criteria (Deephouse & Suchman, 2008) - legitimacy is also subjectively determined by different stakeholder audiences (Suchman, 1995). Legitimacy reflects cultural alignment and consonance with cultural and social rules – thus, being legitimate means fitting into the way people understand and comprehend the world (Scott, 1995). But there are also different types of legitimacy, which include cognitive legitimacy, moral legitimacy, and pragmatic legitimacy (Suchman, 1995). An organization would be accorded cognitive legitimacy if cultural accounts outline taken-for-granted facts about what it looks like, what it does, and how it functions (e.g., if the organization has attributes that are considered inevitable and necessary for an organization of its type). Normative legitimacy is conferred on an organization when its attributes are congruent with the attributes desirable for an organization of its type, and pragmatic legitimacy is attributed to an organization if it meets the interests of or benefits the particular stakeholder audience rendering the legitimacy judgment. Therefore, the strength of an organization’s perceived legitimacy may not only vary across audiences but may also vary depending on the type of legitimacy that is being assessed.

Institutional theory suggests that organizational survival depend not just on material resources and technical information, but also on the organization’s perceived legitimacy (Powell & DiMaggio, 1991). A conferred status, organizational legitimacy is controlled by those outside the organization and thus relies on the organization maintaining a coalition of supportive stakeholders who have legitimacy-determining power (Pfeffer & Salancik, 1978). Suchman (1995) suggests managers can build a legitimacy reservoir through frequent and intense communication with the organization’s social surroundings.

As a critical feature in organizational survival, organizational legitimacy has been explored through a diverse range of theoretical lenses, including institutional theory (Ruef & Scott, 1998), resource dependency theory (Pfeffer & Salancik, 1978), and organizational ecology (Aldrich, 1979; Hannan & Freeman, 1989), just to name a few.

Cultural definitions determine the building, running, and evaluating of an organization. An organization that responds to these cultural definitions or social pressures is legitimate. This institutional approach to legitimacy can explain the relationship between accountability and legitimacy by shedding light on society's demands and expectations. Because internal stakeholders (e.g., other departments and upper echelons) demand that the marketing department justify its contribution to the firm's performance, responding to this demand will enhance the department's legitimacy within the organization. In other words, for the firm to perceive the marketing department as legitimate, the department should contribute to the firm's performance and simultaneously justify or communicate its contribution to other internal stakeholders. By responding to the demands of those stakeholders and being desirable and accountable for its activities, the department can gain that legitimacy(park *et al*, 2011). Marcus (1973) maintains that society's demands and expectations determine corporate response. Mathews (1993) goes further by asserting that a concomitant requirement exists to communicate better with society on what the organization is doing. These definitions imply that a marketing department has the obligation to report its activities because its audiences demand that the department communicate or account for its activities. By responding to this demand sincerely, the department can gain legitimacy within the firm. Moreover, audiences scrutinize organizations in terms of their performance. putting its existence at risk. Webster *et al* (2005). support such reasoning by maintaining that the inability of the marketing department to document its contributions results in a reduction in marketing spending.

Legitimacy and Willingness to Collaborate and Share Knowledge:

Legitimacy has been assessed in past definitions in terms of acceptability or acceptance (Brown, 1997, p. 664; Knoke, 1985, p. 222; Meyer and Rowan, 1977, p. 351), taken-for-grandness (Carroll and Hannan, 1989; Meyer and Rowan, 1977), reasonableness, appropriateness, and congruence (Brown, 1998; Dowling and Pfeffer, 1975; Meyer and Rowan, 1977). Thus, it appears that a central element of legitimacy, as currently understood, is meeting and adhering to the expectations of a social system’s norms, values, rules, and meanings (Hirsch and Andrews, 1984; Parsons, 1960).

The strategic perspective views legitimacy as an operational resource that an organization can manager or employ to garner support from society for its activities (Dowling and Pfeffer, 1975). Miles (1980) also regards legitimacy as a way to manage organization environment relations. In fact, the marketing legitimacy is determined through the internal shareholders' understanding of the common values and activities coordination of the marketing segment with the other operational area's purpose in the organization and sharing these common matters.

In numerous situations, the marketing department must compete for the firm's scarce resources-both tangible and intangible (Frankwick *et al*., 1994). Direct comparison and divergent goals also further intensify competition (Lee, 2001). The common interests audiences have in mind and the perception that the marketing department contributes to achieving collective objectives not only prevent the pursuit of self-interests, but also enhance the audiences' willingness to support the marketing department's activities (Shin and Ma, 1991). Consequently, the department's legitimacy strengthens the notion that the department is part of an entity, working together to achieve common goals (Noh, 2009). This notion thus induces audiences' support for marketing activities.

Collaboration and knowledge sharing. Although both constructs connote interaction and communication, they are distinct. Collaboration refers to cooperation among members of different business units, reflecting the units' recognition of their strategic interdependence and their nee d to cooperate for the benefit of the organization (deLuca and Atuahene-Gima, 2007). Knowledge sharing, on the other hand, refers to integration through the dissemination and exchange of knowledge.

Anecdotal and empirical evidence explicitly show the distinction between the two constructs. Despite the high degree of cooperation among functional units, world- renowned companies such as Toyota (Sobek *et al*., 1998), Southwest Airlines, and BMW (Business Week, 2006) have established coordinating mechanisms that include standardized reporting and documentation and face to face meetings to ensure knowledge sharing and integration among their different units. In addition, empirical evidence supports the distinction between collaboration and knowledge sharing, finding that integration involving only information sharing has a greater impact on the cross-functional-new-product-success link than integration involving climate of cooperation (Troy *et al*., 2008). In other words, cooperation alone may not be enough to ensure that the company disseminates and shares the most appropriate information.

Willingness to Collaborate and Share Knowledge and firm Performance:

Research suggests that collaboration offers significant advantages for the development of new products (Kahn and Mentzer, 1998; Song and Parry, 1997). Such collaboration primarily stems from improved efficiency of knowledge use and the ability to engage in quality decision making (Madhavan and Grover, 1998) as well as increased communication frequency and information flow in the organization (Randolph and Posner, 1992). By pooling resources and skills from different functions, collaboration provides flexibility in the workforce and enhances the utilization of organizational resources (Chun and Niehm, 2010).

Scholars in the marketing and strategic management literature argue that knowledge transfer across functional boundaries is critical for numerous outcomes, including new product success (Griffin and Hauser, 1992a,b), organizational learning (Huber, 1991), and overall firm performance (Gray and Meister, 2004; Lee, 2008). Research also indicates that a firm's competitive advantage lies in its ability to transfer market knowledge across departments (Maltz and Kohli, 1996).

Relationships Between the Research's Variables and Hypotheses:

Marketing's Accountability and Legitimacy:

If the marketing segment has the required accountability for extending the desired activities and efficient discussions with its shareholders and can prove the effectiveness of its activities on the firm's performance, it can demonstrate its legitimacy. Crosno *et al* (2009) in their studies investigated the brand legitimacy and its effectiveness capability on the consumer's behavior. However, Park *et al* (2011) have confirmed the positive significant effect of the marketing segment accountability on its legitimacy. Therefore, regarding the mentioned points the following hypothesis could be proposed.

***Hypothesis 1*:**

The marketing's accountability has a positive significant effect on the marketing's internal legitimacy.

Marketing's Legitimacy and Willingness to Collaborate and Share Knowledge with that Department:

As it was stated, if the other segments of a firm see the marketing segment as a part from a whole which is the firm and play serve its role to achieve the firm's goals, the marketing segment enjoys the internal legitimacy. This concept causes the marketing activities support by other segments. Chaw and Chan (2008) investigated the role of the social trust and share knowledge in the organization and concluded that the positive and significant effect of these factors in organizations can have an effective effect on the people's attitude towards share knowledge and consequently more interaction of the people with together. Kim and Ju (2008) in another research investigated the universities' scientific board members' attitudes towards the share knowledge, the trust factors among the members, open social relationship of the members with each other, and the existed encouraging systems in universities in share knowledge and presented the positive significant effect of members' trust and cooperation on their attitudes towards the share knowledge. Regarding the proposed subjects and the available studies the following hypotheses could be presented:

***Hypothesis 2*:**

The marketing segment's legitimacy has a positive significant effect on the other segments' willingness to collaborate with marketing segment.

***Hypothesis 3*:**

The marketing segment's legitimacy has a positive significant effect on the other segments' willingness to share knowledge and information with marketing segment.

Willingness to Collaborate and Share Knowledge with Marketing Department and firm's Performance:

Various measures of firm performance exist, ranging from subjective measures collected from executives to objective measures collected from secondary sources. The marketing literature adopts both approaches. Several studies assess executives' perceptions of the success of strategic business units relative to competitors (O'Sullivan and Abela, 2007; Verhoef and Lee flang, 2009) or to the objectives of the strategic business units (Moorman and Rust, 1999). Other studies adopt both subjective and objective measures O'Sullivan and Abela, 2007), using return on assets and stock returns as the objective measures. Hence, researchers should adopt both subjective and objective measures (O'Sullivan and Abela, 2007). Researchers might want to consider following Moorman and Rust's (1999) approach in measuring firm performance along several dimensions, such as financial, customer relationships, and new product performance.

Maltz and Kohli's, (1996) research indicated that the competitive advantage of the firm lies on the firm's capability to share knowledge in all segments. Also, cooperation rooted in correct usage of organizational knowledge and information. Thus, it is clear that if the cooperation of the firm's segments be more and exchanging the knowledge and information between different segments are being distributed more extensively, the competitive advantage of the firm will be increased and lead to the firm performance improvement. Park *et al* (2011) in their presented research's model have investigated the positive significant effect of the collaboration and share knowledge on the firm's performance. Regarding these cases the following hypotheses can be proposed:

Hypothesis 4:

The other segment's willingness to collaborate with marketing segment has a positive significant effect on the firm performance.

***Hypothesis 5*:**

The other segment's willingness to share knowledge and information with marketing segment has a positive significant effect on the firm performance.

Conceptual Model:

Based on the proposed studies and the existed hypotheses the conceptual model can be presented as Diagram 1.

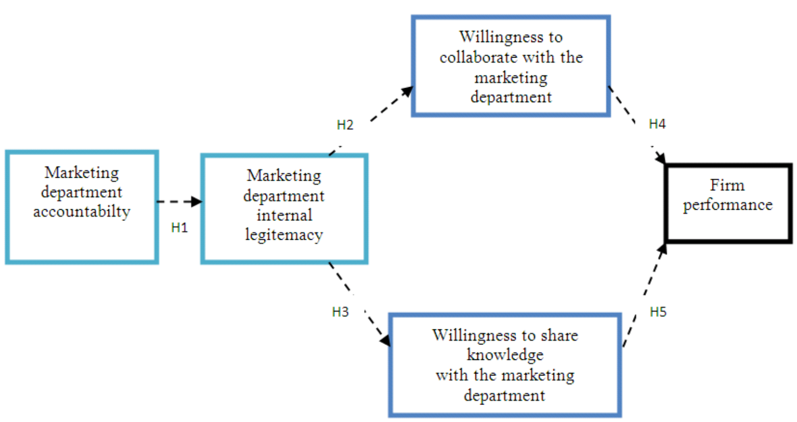

Diagram 1: Conceptual model.

Research Methodology:

This research with respect to methodology and method of data collecting required data is regarded as descriptive-correlation and with respect to goal is regarded as applied research.

Statistical Population:

The sample population of the current study includes all of the middle managers and working employees in the clothing, home appliances, audio-visual, and furniture industries which 315 people were selected from 35 firms possessing the brand and also were investigated. The sampling was the simple random one.

Data Collection Method and Instrument:

In this study, for collecting the required data the library and field methods were applied and its instrument is the note-taking in order to derive and develop the relevant data to the topic. Therefore, a researcher-made questionnaire was designed and distributed among the sample members. Since the questionnaire with respect to the proposed indices has been developed for any factor by the researcher, the validity of the questionnaire is of the content validity type which has been confirmed by academic and industrial experts. The questionnaire has the five-choice Likert range from very little to very much. In this research, the Alpha Cronbach was applied for the reliability of the data. Since the Alpha Cronbach 's amounts are more than 0.7, then the reliability of the questionnaire is confirmed. Table 1 Level of Cronbach's Alpha for each variable indicates the reliability of questionnaire.

Table 1: Results of the reliability of each variable

	N of Items	Cronbach's Alpha
Marketing accountability	5	0.762
Marketing legitimacy	4	0.698
Willingness to share knowledge	5	0.863
Willingness to collaborate	5	0.747
Firm performance	5	0.755
Total	24	0.827

Thus, for making sure about the adequacy of the sample the Bartlett's test was applied which its results are given in Table 2.

Table 2: KMO and Bartlett's Test

<table>
<tr><td colspan="2">Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td><td>.725</td></tr>
<tr><td rowspan="3">Bartlett's Test of Sphericity</td><td>Approx. Chi-Square</td><td>1481.850</td></tr>
<tr><td>Df</td><td>300</td></tr>
<tr><td>Sig.</td><td>.000</td></tr>
</table>

Base on the KMO test which its amount was equal to 0.725, the study' data was reducible to some foundational and fundamental factors.

Also, the result of the Bartlett's test (1481.85) which is significant in the error level of 0.01, indicates that the correlational matrix between statements, is not an identity and united matrix, and on the one hand there is a high correlation between the internal statements, and between the statements of a factor with the statements of the other factor on the other hand, no correlation is observed. In this way, the adequacy of the research sample is the desired one.

Results:

Describing Demographical Variables:

Having received data by using SPSS software Package results of descriptive and inferential sections were analyzed. In the section of descriptive statistics, collected data including gender, age, education status of respondents were studied. Table 3 shows general results of descriptive statistics. 28.7% of consumers are female and 71.3% of consumers are male, 23.1% of the respondents' age of the present study were under 25 years, 59.3% were between 25 to 35, 12.1% between 35 to 45, and 5.5% were more than 45 years old. Based on the educational perspectives 6.8% were under the diploma, 22.5% diploma, 21.2% higher diploma, 45.3% were bachelors, and 4.2% were MA/MSc. Table 5 illustrates the mean and the deviation related to all of the variables.

Table 3: Results of descriptive statistics.

<table>
<tr><td colspan="5">Frequency</td><td>index</td></tr>
<tr><td colspan="2">Male</td><td colspan="3">Female</td><td rowspan="2">sex</td></tr>
<tr><td colspan="2">71.3%</td><td colspan="3">28.7%</td></tr>
<tr><td>More than 45</td><td>35-45</td><td colspan="2">25-35</td><td>Under 25</td><td rowspan="2">age</td></tr>
<tr><td>5.5%</td><td>12.1%</td><td colspan="2">59.3%</td><td>23.1%</td></tr>
<tr><td>MA/MSc</td><td>bachelors</td><td>Higher diploma</td><td>diploma</td><td>Under diploma</td><td rowspan="2">educational</td></tr>
<tr><td>4.2%</td><td>45.3%</td><td>21.2%</td><td>22.5%</td><td>6.8%</td></tr>
</table>

Results of Correlation:

As the peripheral findings of this study, results from the variables' correlation also were investigated. In the Table 6 results from correlation table among the variable have been presented which includes considerable points.

Table 4: Results of mean and deviation.

	Max	Min	mean	Deviation
Marketing's accountability	25	10	3.68	2.61
Marketing's legitimacy	20	7	3.61	2.96
Willingness to collaborate	25	11	3.79	2.87
Willingness to share knowledge	25	10	4.08	2.85
Firm Performance	25	13	4.13	2.58

The correlational results are in a way that it can be stated among the existed major variables the correlation is in an appropriate level which provides more analyses possibility.

Table 5: Results of Correlation.

	Marketing's accountability	Marketing's legitimacy	Willingness to collaborate	Willingness to share knowledge	Firm Performance
Marketing's accountability	1				
Marketing's legitimacy	0.28	1			
Willingness to collaborate	0.19	0.46	1		
Willingness to share knowledge	0.18	0.46	0.27	1	
Firm Performance	0.29	0.22	0.32	0.48	1

Factor Analysis and Model Goodness:

In this research in order to assess the model goodness it is used RMR, NFI, NNFI, CFI, IFI, RFI, AGFI, GFI, $\chi2$, RMSEA. Generally, the statistics results indicate the desired goodness of the model and this matter causes the results of the research's model to be reliable.

Table 6: Goodness of fit index.

RMSEA	$\frac{\chi^2}{Df}$	GFI	AGFI	RFI	IFI	CFI	NNFI	NFI	RMR	Model
0.046	1.69	0.90	0.92	0.93	0.94	0.94	0.92	0.92	0.071	

Structural Model and Research Hypotheses:

After the model goodness, in this section, structural model which indicates the relationship between variables has been presented.

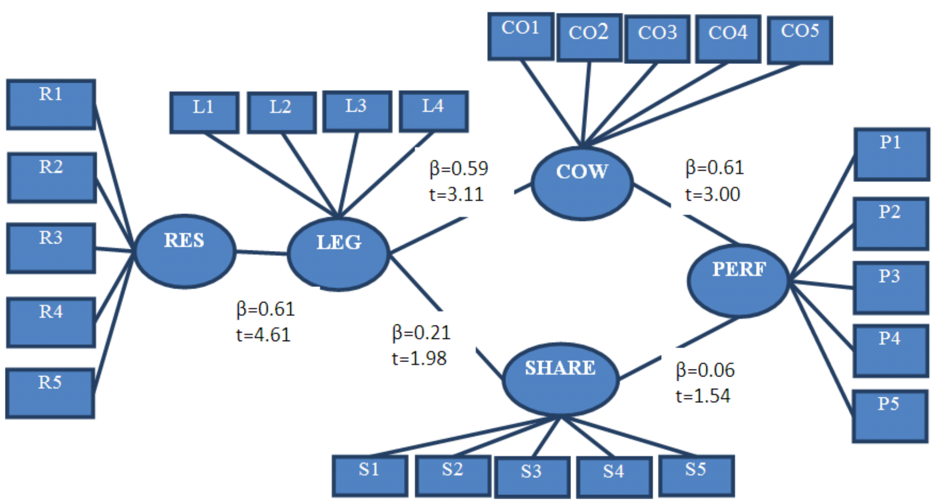

Diagram 2: βand T-value.

Structural model of the present research was performed by using Lisrel software Package. The total results related to the t-value amounts and β (standard coefficient) are illustrated in Table 8. Taking the amounts of t-value into account it will be specified that because of being outside of the range (-1.96 to 1.96), the first hypothesis is confirmed. In other words, marketing accountability with the significant coefficient of 0.61 and t=4.61 has a positive significant effect on the marketing legitimacy, and also the marketing legitimacy with the significant coefficient of o.59 and t=3.11 and β=0.21 and t=1.98 has a positive significant effect on willingness to collaborate and share knowledge with the marketing segment. Meanwhile, the willingness to collaborate with the coefficient of 0.61 and t=3.00 has a positive significant effect on the firm's performance. But the positive significant effect of the share knowledge on the firm performance was rejected because the t amount was inside the range of 1.96 and -1.96 (hypothesis 5).

Table 7: Significant coefficients and the amounts of T-value.

Hypothesis	β	T-value	Results
Marketing's accountability- Marketing's legitimacy	0.61	4.61	Confirm
Marketing's legitimacy- Willingness to collaborate	0.59	3.11	Confirm
Marketing's legitimacy- Willingness to share knowledge	0.21	1.98	Confirm
Willingness to collaborate- Firm performance	0.61	3.00	confirm
Willingness to share knowledge- Firm performance	0.06	1.54	Not confirm

Discussion and Conclusions:

The aim of the present study was explaining the relationship between the accountability and the internal legitimacy of the marketing with the firm performance. To this aim, a questionnaire was distributed among the middle managers and employees of 35 firms owning the brands in clothing, home appliances, audio-visual, and furniture industries and data collection and analysis were done by using structural equation modeling.

Data analysis and examining showed that the marketing's accountability has a positive significant effect on its legitimacy, and also the legitimacy of the mentioned segment has the same effect on the willingness to collaborate and share knowledge of other segments. Also, other segments' willingness to collaborate with marketing segment has a positive significant effect on the firm performance. Among the confirmed hypotheses, the positive significant effect of the marketing's accountability on the marketing legitimacy and also the willingness to collaborate effect on the firm performance with the standard coefficient of 0.61 has had the most effective effect.

Contrary to Huang's study (2009) which acknowledges the positive and direct effect of the share knowledge on the team performance and is consistent with the Mahama's study (2006) which suggests the lack of direct relationship of the common information with the performance, no reasons were found to indicate the positive significant effect of the share knowledge and the firm performance. The reason for this act may be the result of unfamiliarity and the lack of establishing a system for sharing knowledge inside the investigated firms, in this way that because of the unfamiliarity of the managers with the share knowledge concept, the neglected the crucial role of the share knowledge in the organization's performance and have not reported any significant effect for it.

Implications:

Based on the obtained results some suggestions could be proposed. First, the marketing department should enhance its legitimacy within the organization As the results suggests, legitimacy leads to cooperation between marketing and the other departments. Practitioners often claim that marketers do not feel that communication with other organizational stakeholders is necessary (CMO Council, 2010). This lack of communication has led to comments within the practitioner literature suggesting a lack of understanding of what the role and goal of marketing are (Clark, 2008) and that marketing "is a cost center with little accountability and quantifiable results" (Deloitte, 2008, p. 8).

Viewing the marketing department as legitimate within the organization is important to the creation connections with other departments, which subsequently enhance the dissemination of a market orientation within the organization. The marketing department's accountability is pivotal to viewing the department as legitimate within the organization. The marketing department needs to be accountable for a set of outcomes-both short term (e.g., increasing sales) and long term (e.g., building brand equity).

Legitimacy is critical for innovation. As the results suggests, enhancing the marketing department's legitimacy enhances other departments' willingness to collaborate with the marketing department. Such collaboration lead to improved product development (Kahn, 1996, 2001) and innovation (de Luca and Atuahene-Gima, 2007).

Also, for the next research other peripheral and effective factors proposed in the Park *et al* (2011) can be investigated and also the proposed model in this study could be investigated for service provider firms.

REFERENCES

Aldrich, H.E., 1979. Organizations and environments. Englewood Cliffs, NJ:Prentice-Hall.
Business Week, 2006. The world's most innovative companies, pp: 63-74.

Chaw, W.S., L.S. Chan, 2008. Social Network, Social Trust and Shared Goals in Organizational Knowledge Sharing. Information and Management, 45: 458-465.

Chun, E., L.S. Niehm, 2010. Collaboration strategies of fashion companies and customer attitudes. Glob Acad Marketing Sci., 20(1): 4-14.

Clark, N., 2008. Spend for survival. Marketing, 26-7 October 8.

CMO Council, 2010. State of marketing: outlook, intentions and investments for 2010. Retrieved June 7, from http://www.cmocouncil.org/resources/form_2010_marketing_outlook. asp2010.

Crosno, J., T.H. Freling, S.J. Skinner, 2009. does brand social power mean market might? Exploring the influence of brand social power on brand evaluation. psychology & marketing, 26: 91-121.

De Luca, L.M., K. Atua hene-Gima, 2007. Market knowledge dimensions and cross-functional collaboration: examining the differen t routes to product innovation performance. Marketing, 71(1): 95-112.

Deephouse, D.L., M. Suchman, 2008. The Handbook Of Organizational Institutionalism. SAGE publication.

Deloitte. Leadership for growth. Retrieved June 7, 2010 from http://www.deloitte.-com/view/en_GB/uk/services/consulting/facbf6d40b00e110VgnVCM100000ba42f00aRCRD.htm2008.

Dowling, J., J. Pfeffer, 1975. Organizational legitimacy: social values and organizational behavior. Pac Sociological Rev., 18(1): 122-36.

Frankwick, G.L., J.C. Ward, M.D. Hutt, P.H. Reingen, 1994. Evolving patterns of organizational beliefs in the formation of strategy. Marketing, 58: 96-110.

Glynn, M.A., R. Abzug, 2002. Institutionalizing Identity: Symbolic Isomorphism and Organizational Names. Academy of Management Journal, 45(1): 267-280.

Goldsmith, M., 2010. The changing role of the CMO. Retrieved June 7, 2010, from http://www.businessweek.com/managing/content/mar2009/ca20090331_196711.htm2009 Business Week Online.

Gray, P.H., D.B. Meister, 2004. Knowledge sourcing effectiveness. Manage Sci., 50(6): 821-34.

Griffin, A., J.R. Hauser, 1992. Integrating R&D and marketing: a review and analysis of the literature. Prod Innov Manage, 13: 191-215.

Griffin, A., J.R. Hauser, 1992. Patterns of communication among marketing, engineering and manufacturing: a comparison between two product teams. Manage Sci., 38(3): 360-73.

Guthrie, J., L.D. Parker, 1989. Corporate social disclosure practice: a rebuttal of legitimacy theory. Acc Bus Res., 19(76): 43-52.

Hannan, M.T., J. Freeman, 1989. Organizations and Social Structure in Organizational Ecology, Cambridge, Harvard, U. Press, 3-27.

Hirsch, P.M. and J.A.Y. Andrews, 1984. Administrators’ response to performance and value challenges: stance, symbols, and behavior. Urbana, IL: University of Illinois Press, 170-85.

Homburg, C., J.P. Workman, H. Krohmer, 1999. Marketing's infl uence within the firm. J Marketing, 63: 1-17.

Huang, C.C., 2009. Knowledge Sharing and Group Cohesiveness on Performance: An Empirical Study of Technology R&D Teams in Taiwan. Technovation, 29: 786-797.

Huber, G.P., 1991. Organizational learning: the contributing processes and the literatures. Organ Sci., 2(1): 88-115.

Kahn, K.B., 1996. Interdepartmental integration: a definition with implications for product development performance. Prod Innov Manage, 13(2):137-51.

Kahn, K.B., 2001. Market orientation, interdepartmental integration, and product development performance. Prod Innov Manage, 18(5): 314-23.

Kahn, K.B., J.T. Mentzer, 1998. Marketing's in te gration w ith other departments. Bus Res., 41(1): 53-62.

Kim, S., B. Ju, 2008. An Analysis of Faculty Perceptions: Attitudes TowardKnowledge Sharing and Collaboration in an Academic Institution. Information Science Research, 30 :282-290.

Kotler, P.H., G. Armstrong, J. Saunders, V. Wong, 1999. Principles of marketing. Second European Edition.

Lee, B.H., 2008. Transfer of market ing knowledge within multinational corporations and its impact on performance: moderating effects of absorptive capacity, sociali zation, and local knowledge. Glob Acad Marketing Sci., 8(4): 277-306.

Lee, J.H., 2001. Competition strategies for traditional market: focus on strength strategies of inner core competency. Glob Acad Marketing Sci., 55-69i.

Levitt, T., 1969. The marketing mode. New York: Mc Graw-Hill.

Madhavan, R., R. Grover, 1998. From embedded knowledge to embodied knowledge: new product development as knowledge management. Marketing, 62(4): 1-12.

Mahama, H., 2006. Management Contral System, Cooperation and Performance in Strategic Supply Relationships: A Survey in the Mines. Management Accounting Research, 17: 315-339.

Maltz, E., A.K. Kohli, 1996. Market ntelligence dissemination across functional boundaries. Marketing Res., 33(1): 47-61.
Marcus, S., 1973. Introduction part 2: the basic issues: societal demands and the viability of social responsibility. Corporate social accounting. New York: Praeger, 43-9.
Mathews, M.R., 1993. Socially responsible accounting. London: Chapman & Hall.
Maurer, J.K., 1971. Readings in organizational theory: open system app roaches. New York: Random House.
McDonald, M., P. Mouncey, 2009. Marketing Accountability. Kogan Page Publication.
Miles, R.H., 1980. Macro organizational behavior. Glenview, IL: Scott, Foresman.
Moorman, C., 1995. Organizational market information processes: cultural antecedents and new product outcomes. Marketing Res., 32: 318-35 August.
Moorman, C., R.T. Rust, 1999. The role of marketing. Marketing, 63(4): 180-97.
Noh, J., 2009. The effect of mutual trust on relational performance in supplier-buyer relationships for business services transactions. Glob Acad Marketing Sci., 19(4): 32-49.
Oliver, C., 1997. Sustainable competitive advantage: combining institutional and resource based views. Strategic Manage, 18(9): 697-713.
O'Sullivan, D., A.V. Abela, 2007. Marketing performance measurement ability and firm performance. Marketing, 71(2): 79-93.
Park, H.S., S. Ahu, A. Maher and A. Singhapakdi, 2011. Marketing's Accountability and Internal legitimacy: Implications for Firm Performance. Business Research, 65: 1576-1582.
Parsons, T., 1956. Suggestion for a sociological approach to the theory of organization. Adm Sci Q., 1(1): 63-85.
Parsons, T., 1960. Structure and Process in Modern Societies. New York: Free Press.
Pfeffer, J. and G.R. Salancik, 1978. The External Control of Organizations: A Resource Dependence Perspective, Harper & Row, New York.
Powell, W.W., P.J. DiMaggio, 1991. The New Institutionalism in Organizational Analysis. Academy of Management Journal, 17(3): 612-615.
Quelch, J.A., K.E. Jocz, 2009. How to marke t in a downturn. Harv Bus Rev., 52-62 April.
Randolph, W.A., B.Z. Posner, 1992. Getting the job done: managing project teams and task forces for success. Englewood Cliffs, NJ: Prentice-Hall.
Ruef, M., W.R. Scott, 1998. A multidimensional model of organizational legitimacy: Hospital survival in changing institutional environments. Administrative Science Quarterly, 43(4): 877-904.
Schuman, M.C., 1995. Managing legitimacy: strategic and institutional approaches. Academy of management review, 20(3): 571-610.
Scott, W.R., 1991. Unpacking institutional arguments. In: Powell WW, DiMagg io PJ, editors. The new institutiona lism in organizationa l analysis. Chicago: University of Chicago Press, 164-82.
Selznick, P., 1949. TVA and the grassroots: A study of politics and organization. Berkeley: University of California Press.
Shin, G.C., Y. Ma, 1991. The determina tion of trust in franchisor –franchi see relationships in China. Glob Acad Marketing Sci., 18(2): 65-88.
Sobek, D.K., J.K. Liker, A. Ward, 1998. Another look at how Toyota integrates product development. Harv Bus Rev., 76(4): 36-49.
Song, X.M., M.E. Parry, 1997. The determinants of Japanese new product successes. Marketing Res., 34(1): 64-76.
Stillman, P.G., 1974. The Concept of Legitimacy. Palgrave Macmillan j., 7(1): 32-56.
Suchman, M.C., 1995. Managing legitimacy: strategic and institutional approaches. Acad Manage Rev., 20(3): 571-610.
Tilling, M.V., 2005. Refinement to legitimacy theory in social and environmental accounting: Commerce research paper series, 04(6).
Troy, L.C., T. Hirunyawipada, A.K. Paswan, 2008. Cross-functional integration and new product success: an empir ical investigation of the findings. Marketing, 72: 132-46 November.
Verhoef, P.C., P.S.H. Lee flang, 2009. Understanding the marketing department's influence within the firm. Marketing, 7: 14-37.
Weber, M., 1978. Economy and society. Berkeley: University of California Press.
Webster, F.E., 2005. Malter AJ, Ganesan S. The decline and disperse on of marketing competence. Sloan Manage Rev., 46: 35-43.
Whetten, D.A., K.S. Cameron, 2010. Developing management skills. Eighth Edition, 744.
Wilkinson, C., 1983. Organizational control: a resource dependence approach. New perspectives in management control. London: Macmillan Press, 118-33.