The impact of marketing culture on Viewer Satisfaction: An Empirical Study on TV Networks

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Abstract: *The purpose of this paper is to examine whether marketing culture has a positive effect on Viewer Satisfaction in TV Networks. In addition, relations between dimensions of marketing culture and Viewer overall Satisfaction was investigated. The paper introduces a model proposing certain associations between Webster's (1990) marketing culture dimensions and attempts to underline how such associations affect Viewer Satisfaction of TV Networks.*
The study used the analytical descriptive method. In addition to an integrated methodological approach of qualitative as well as quantitative methods was used to gain knowledge on the pertinent issues lying behind the marketing culture of TV Networks. The employees and Viewers of 3 TV Networks participated as respondents in the study. Accordingly, there seems to be a significant relationship between marketing culture and Viewer Satisfaction.
Keywords: *marketing culture, Viewer Satisfaction,TV Networks.*

I. Introduction

In the past people used to go home and say, "What's on TV today?" Now they go home and say, "What do I want to see today?"

There has been a major development in the media field lately, and as a result; there has been a shift in the behavior of viewers, which led to the diversity and multiplicity of television channels, which caused changes in the quality of the programs provided, and thus the diversity and broadening of the market of TV channels, and in the competition between channels and they started to seek to attract the largest number of viewers through the production and purchase of many new and different films and programs.

In the past couple of years, TV networks have witnessed increased emphasis on the cultivation of a culture which fosters the effective implementation of marketing culture. This growing attention stems from the belief that sound marketing practices provide an important source of competitive advantage in the service sector which is characterized by high levels of interaction between firms and their customers.

Therefore, the researchers believe that the radical changes in the TV market in the Arab region, and in comparison to the global economic crisis, will result in competition from the weak channels that are not competitive, and thus these channels will find that there is no way to continue except by strong competition by providing an advanced media product From the character ofeach channel and satisfy the needs of different tastes of viewers of these channels, through improving the quality and activating the role that can be played by marketing culture, where satellite channels are no longer in need of traditional employees, but to professionals for television service, and so It highlights the need to build a marketing culture focused on the desires of viewers and gain their satisfaction with the services provided to them.

The marketing culture reflects the identity of the organization and reflects the impression that this organization has on the products it offers in all the parties that interact with it from customers, employees, suppliers, competitors and the society as a whole, as well as containing answers to many inquiries that may come to the minds of parties that interact with organizations and companies that build their marketing culture in accordance with this concept but emphasizes the appreciation of their customers and respect them as customers and the driving force of all its activities and functions and the main means to achieve its objectives.

The research problem can be identified as follows: The weakness of the marketing culture of TV channels' negative impactson Viewer Satisfaction

This problem raises a number of questions that must be thoroughly discussed & examined, they are as follows:

- Do TV channels adhere to the criteria of marketing culture?
- Is there a difference between the views of each of the workers in television channels regarding the extent of their acknowledgment to the dimensions of marketing culture?

- Is there a positive relationship between the application of the criteria of marketing culture and Viewer Satisfaction of these channels?

II. Theoretical framework and development of research hypotheses:

Marketing culture:

Marketing culture is that component of a firm's overall culture that refers to the pattern of shared values and beliefs that help employees understand and "feel" the marketing function and thereby provides them with norms for behavior in the firm. It refers to the importance the firm as a whole places on marketing and to the way in which marketing activities are executed in the firm. Recently, marketing culture has been defined as a multifaceted construct that encompasses the importance placed on service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness (Webster, 1993). Marketing culture is a core element of organizational policy and serves as a distinct org

anizational competence and a competitive edge of the organization (Postruznik and Moretti, 2012)., marketing culture was defined as "the element of the entire organizational culture related to the pattern of shared values and beliefs that helps individuals understand and 'feel' the marketing function (Webster, 1995).Organizational culture shows how employees perceive the environment and it shows also employees' shared values and usual assumptions in theorganization (Schein, 1996, p. 236). Accordingly, the organizational culture is important when it comes to practicing marketing functions and it also effects marketing performance in every type of commercial organization (Deshpande and Webster, 1989). Most studies showed that being market oriented and customer oriented were one part of the organizational culture that marketing culture could be seen as a real indicator for being market and customer oriented in the organization (Yoon and Lee, 2005). Marketing culture which is a part of corporate culture includes some values and norms (Webster, 1993) to provide great adaptation of modern marketing approach to employees. Both of dominant norms, values or factors in a corporate culture also bring marketing culture for the organization (Zostautiene and Vaiciulenaite, 2010). Webster (1995, p. 7)

Furthermore,the literaturehas shown that organizational culture influences job satisfaction in various industries. (Yildirim, et al. 2017). marketing culture can help employees to better understand the marketing function and to project their work in such a way to reliably and successfully satisfy not only common but also unexpected demands of customers (Biloslavo and Trnavcevic, 2011) determined that marketing culture provide a great focus on marketing activities to employees. According to Webster (1990), however, a widely accepted and implemented instrument to measure marketing culture is the instrument developed by Webster (1990). Emphasizing the need for a new measure of marketing culture specific to service organizations, Webster (1993) defined marketing culture as "a multifaceted construct that encompasses the importance placed on service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness. (Musiime **et al.**, 2009, p. 617). With Webster's suggestion for marketing culture model, it can be determined what kinds of marketing culture that organizations have or it can be seen as the marketing culture level in the organization (Appiah-Adu and Singh, 1999). Marketing culture scale has been used in various service sector and it was found as reliable and valid scale to determine marketing culture of the business.(Webster ,1995) Examines the importance of the marketing culture of a service firm by pinpointing the strength of its association with marketing effectiveness. The findings reveal a strong relationship between these two constructs even when the possible effects of firm size and geographical scope are removed.Moreover, Appiah-Adu and Singh (2000)refer that a strong marketing culture leads to customer retention, which in turn, yields higher profitability. In this study an attempt is made to investigate empirically the relationship between UK airline firms' marketing culture and business performance. Our results indicate a strong relationship between marketing culture and business performance. Karatepe et al. (2005) examines the potential effects of service quality, interpersonal relationships, selling task, organization, internal communication, and innovativeness on marketing culture through the use of Webster's (1992; 1993) standard marketing culture instrument. The present study also investigates the factor structure of the marketing culture scale. Findings demonstrate that interpersonal relationships,selling task, internal communication, and innovativeness exert significant positive effects on marketing culture, whereas service quality and organization do not have any significant impact on marketing culture.

Luk, (1997) examines the relationship between marketing culture and the perceived service quality of travel agencies. The findings indicate a positive relationship between marketing culture and service quality. High quality service can be delivered when a travel agency successfully fosters a customer-oriented marketing culture characterized with a strong emphasis on service quality orientation and interpersonal relationships.

Most importantly, scanned research has underlined the validity and reliability of Webster's measurement scale of marketing culture in various contexts and with different types of populations and samples. Finally, empirical findings have also underlined the impact of overall marketing culture over organizations' performance, in addition to individual impact of marketing culture dimensions depending on research locale.

Given the results of previous studies, we can put the first main hypothesis as follows:
H1: There is no real difference between the TV channels (MBC, CBC, AlHayah) in attitudes of workers towards the practice of these channels for marketing culture.

Viewer Satisfaction:

Marketing culture should enable service organizations' employees by providing them with better quality services with fewer costs. Better quality services will increase customer satisfaction, which will lead to more positive word-of-mouth about service organizations (Kim et al., 2009).According to Oliver (1980), the customer satisfaction model explains that when the customers compare their perceptions of actual products/services performance with the expectations, then the feelings of satisfaction have arisen.

Tse and Wilton (1988, pp.204) defined customer satisfaction as a "consumer response to the evaluation of the perceived difference between expectations and final result after consumption." Fornell (1992) defined satisfaction as an overall evaluation after purchase. All the definitions of customer satisfaction have described satisfaction as a process and they recognized that satisfaction is the final step of a psychological process.According to Zablah et al. (2016) customer satisfaction is formulated as a post-purchase evaluation, where the perception of alternative performance of products and services selected meets or exceeds expectations before purchase. If the perception of performance cannot meet or exceed expectations before purchase, then dissatisfaction occurs.

Products are now developed based on what customer's desire, and thus attractive quality creation has become crucialFeng-Han et al. (2017). Mulyana, and Sugeng. (2018) aims to prove and analyze the increase of customer loyalty through an increase in marketing mix mediated by customersatisfaction.Research findings show customer satisfaction is a partial mediating effect of the marketing mix on customer loyalty.Alsarayreh, et al. (2017) aimed to identify what determines customer satisfaction of the people seeking treatment in Jordan. The study concluded that the cost factor is closely related to customer satisfaction. Professionalism has a positive impact on customer satisfaction. Rapid service has a positive impact on customer satisfaction.

Appiah-Adu and Singh (1999) determined that the relationship between UK service firms' marketing culture and performance. The results link marketing culture to customer satisfaction, customer retention and profitability. Hsu, & Chiu, (2007) examines the formation of customer satisfaction and repeat patronage towards a travel agent in tourism. In the proposed model of this study, marketing culture, relational selling behavior and sales expertise indirectly influence customer repeat patronage through the mediation of satisfaction with a travel agent. Meanwhile, marketing culture has also a direct influence on customer repeat patronage.

Jana, (2014) study aimed to determine the impact of the attributes service quality on customer satisfaction and to find out the relationship between service quality, customer satisfaction and customer loyalty. The result indicates that there is a strong positive relationship between service quality and customer satisfaction. There is a strong positive relationship between customer satisfaction and customer loyalty.Yildirim, et al. (2017)investigated the effect of marketing culture on job satisfaction in banking firms in Turkey. In this study, it was found that marketing culture had a positive relationship with job satisfaction. This result shows that marketing culture is a specific organizational culture and that it is a wider concept than market-oriented culture.

Competition between different TV channels networks, aimed at capturing the viewer, will ultimately be resolved by a good media product that satisfies viewers, and that the economic returns from the value of paid channel subscriptions or from advertising on open channels, Which will decide the continuation of channels in their work or exit from the competition market. Therefore, a TV channels network that does not market its production and services and does not receive positive returns must stop.

Hence, we hypothesize the following drivers of Viewer satisfaction:
H2: marketing culture of TV channels has a significant effect on Viewer satisfaction
H3: marketing culture of TV channels influences Viewer satisfaction positively.

Research population:

The research design is descriptive research. And use two kinds of data. Secondary Data - For atheoretical overview, secondary data were collected from various websites and research papers that dealt with the topics related to the research problem, also through the TV channels in Egypt. Primary Data - The needed primary data to achieve the research objectives were collected via the E-Questioner method introduced byGoogle, models to apply the questionnaire through the Internetand was filled with different people.

This study focuses on the impact of marketing culture on the overall satisfaction of viewers of television channels. Therefore, the field study of this research includes two independent societies:

1-Theresearch community was focused on the most watched TV networks in Egypt, The researchers selected the following television networks(mbc, CBC, AlHayah), and the research community consists of managers, employees, technicians, directors, programmers and program providers. According to the records of

workers' affairs in both networks, the research community reached 762 individuals (332 Single mbc network channels in Egypt and 226 cbc network channels 204 AlHayah network channels) in the beginning of 2018.

In terms of sample size, statistical tables were used to determine sample size (Chuan & Penyelidikan, 2006;Krejcie, & Morgan, 1970). The research community was 762 individuals. Assuming that the error limits were 5%.By revealing the statistical tables at the size of the research community and the error limits at 5%, the sample size is 260, representing about 34% of the original community.

2. Community and sample viewers of television channels:

The community of this research consists of viewers in the study community in all the viewers in all governorates of Egypt, who watch the television service provided by mbc television network and AlHayah television network. Due to the large size of the study community, the high cost associated with access to all its vocabulary, and the lists that include the names of the study community's vocabulary, which can be relied on in the sample withdrawal.

Most of the methodological literature on the issue of online sampling, She pointed to the difficulty of identifying a random sample via the Internet, Therefore, this sample is a Judgment Sample (Karpf, 2012) Thus, the sampling unit is the viewer of the television network (mbc , cbc and AlHayah). The sample size in a society with more than 500 thousand items is 384, and the sample size of the sample is (384) Single. (Ryan, 2012).The E-Questioner questionnaire was applied to a sample of the community (384) of viewer's mbc network channels and AlHayah network channels, via the Internet using Google Forms.

Measures:

The study included two types of variables, the first type related to marketing culture (independent variable), the second type relates to Viewer Satisfaction (dependent variable) the questions and items used were set up and refined based on literature and measured on afive-point Likert-scale.Marketing culture were measured using 6 adapted items (service quality, interpersonal relationships, selling task, organization, internal communications, and innovativeness). (Webster, 1993).The measure of marketing culture developed and purified for service firms by Webster (1993) was used in the current study. The scale consists of 34 items which measure the six dimensions or facets of the construct, whileViewer Satisfaction was captured by three items.Finally, some closed questions have been used to measure the demographics of the sample.

After collecting the survey data, all the data collected from the surveyor were reviewed, (260) form that was collectedfrom network channels, and(384) form that was collected electronically through the Internet. In a later step, the variables inserted and analyzed electronically using the SPSS.23 package to be ready for analysis. The following statistical methods and tests were used for analysis, In the light of the nature of the research problem, its objectives and hypotheses, a set of data analysis methods was chosen and the hypotheses available through the computer were tested using the statistical analysis methods of the humanities known as SPSS. Specifically, (Aaker et al., 2014, Malhotra, 2011)

Alpha-cronbach correlation coefficient to verify the degree of reliability and consistency in the multi-content measurements used in the study.

The method of multivariate analysis: to distinguish between the three groups of TV networks studied (mbc, CBC, AlHayah) in terms of the attitudes of the workers towards the practice of marketing culture and the level of customer satisfaction, and determine the relative importance of the determinants of marketing culture and customer satisfaction. And Statistical tests for the study hypotheses included F-test, T-test, Wilk's Lambda test, Chi-Square test, and Tukey test.

Data analysis and hypothesis testing:

The following is an analysis of the study data and discuss the results and hypothesis testing, as follows:

The first hypothesis test:

The first hypothesis of the study states that there is no real difference between the TV channels (mbc, CBC, AlHayah) in attitudes of workers towards the practice of these channels for marketing culture.

In order to determine the extent of statistically significant discrimination in the TV networks studied in terms of trends in the practice of these networks for marketing culture, the Multiple Discriminant Analysis method was applied to a model that included three groups of workers representing the three types of TV networks under study (dependent variable), As well as attitudes of workers towards determinants of marketing culture (independent variables). The total number of employees in the three networks was 244. Using the Multiple Discriminant Analysis method and using the Wilkes test, the validity of the first hypothesis was tested as follows:

A-Distinction between television networks based on the practice of marketing culture:

The results showed that there was a significant correlation (correlation coefficient of 0.438) between the attitudes of the workers in the three TV networks (mbc, CBC, AlHayah) and the actual practices of the determinants of the marketing culture in these television networks Is significant at a significant level of (0.02).

The disparity between the attitudes of workers towards the practice of their television networks and their culture of marketing is somewhat weak (the contrast ratio, which was explained in the model not more than 21.7% in the second indication of multiple differentiation analysis, As shown in Table (1)

Table (1)
Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.961	78.3	78.3	.681
2	.294	21.7	100.0	.438

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.421	322.909	68	.002
2	.768	98.632	33	.007

B. The relative importance of the determinants of marketing culture:

Using the discriminationanalysis method it was possible to determine the importance of the determinants of marketing culture that are most able to distinguish between the three TV networks studied according to the attitudes of their employees towards the exercise of these networks for the determinants of marketing culture.

These determinants included only eight variables out of (34) and relate to innovativeness, interpersonal relationships, selling task, service quality, as shown in Table (2).

From the above, it can be said that the marketing culture practices ,The desire to apply new ideas, Participation of workers in the development of performance standards, Pride in the image of the television network, is one of the main factors distinguishing television networks (The coefficient of discrimination is 0.623 ,0.427, 0.422, 0.367, respectively), followed by Availability of security in programs and information provided, Attention to Respect for Viewers,appreciation of high performance , and finally Provide resources for developing viewer research (The coefficient of discriminationis 0.324,0.295, 0.259, 0.237, respectively).

Table (2)
(Outputs of discrimination analysis)

The more variables of marketing culture that able to distinguish between television networks	Mean						*Coefficient of discrimination*
	mbc		**CBC**		**AlHayah**		
*The desire to apply new ideas.(**innovativeness**)*	4.56	A	4.11	B	4.48	A	0.623*
*Participation of workers in the development of performance standards.(**internal communications**)*	4.32	A	3.87	C	4.15	B	0.427*
*Attention to respect for viewers.(**selling task**)*	4.51	A	4.09	B	4.39	A	0.295*
*Attention to the quality of television programs. (**service quality**)*	4.16	AB	4.24	A	4.03	B	0.367*
*Pride in the image of the television network. (**service quality**)*	4.24	A	3.89	B	4.12	AB	0.422*
*Availability of security in programs and information provided.(**service quality**)*	4.16	A	3.73	C	3.98	B	0.324*
*appreciation of high performance.(**selling task**)*	4.28	AB	4.05	B	4.37	A	0.259*
*Provide resources for developing viewer research.(**innovativeness**)*	4.12	A	3.71	C	3.92	B	0.237*

* The mean difference is significant at the 0.05 level (F test)
* (A, B .... etc), difference is significant (Toki test at 0.05)

In the light of the above, we can reject the hypotheses, which states that "there is no real difference between the TV channels (mbc, CBC, AlHayah) in attitudes of workers towards the practice of these channels for marketing culture." Acceptance of the alternative hypothesis is taken as a whole, after it was found that there was significant statistical discrimination between the three TV networks surveyed based on the attitudes of their employees towards the exercise of these television networks for marketing culture. This decision was based on both the Wilkes-Lambda value in the first and second functions of the discrimination analysis, which did not

exceed 0.421, 0.768, respectively. The calculated Chi-square value (322.909, 98.632) with freedom scores 68 and 33 in the same functions, respectively, surpassed their tabular counterparts at a significant level of 0.001 (see Table 1). On the other hand, it was decided to reject the same nullification for only eight variables of the marketing culture variables (34 variables) taken individually, for each ability to distinguish between the three groups of television networks at a level above 0.01 or 0.05 according to the results of the(F. test). As shown in Table (2).

The secondhypothesis test:

To determine the type and degree of relationship between marketing culture and Viewer satisfaction, the Multiple Regression Analysis method was used in this analysis (Aaker et al., 2014; Malhotra, 2011). The researchers applied the method of Multiple regression analysis on the relationship between the marketing culture as an independent variable and the Viewer satisfaction of a dependent variable, the type, and strength of this relationship can be explained, through the (table 3), as shown below:

Table (3)
Multiple Regression Analysis

R	R2	Beta	F .Test	Sig. F
0.364	0.243	0.542	13.445	.023

■ *Type and strength of relationship:*

(A) That there is a positive correlation between the variables. The correlation between the selected variables as follows was tested with the impact of marketing culture of TV channels on Viewer satisfaction. At of.05 (or.01). According to F test. This relationship has a strength of about 36 percent, according to the correlation coefficient R in the regression analysis model.

(B) In addition, these dimensions have the ability to explain variance up to about (24 percent) according to the R Square parameter in the regression analysis model. This means that the independent variable (marketing culture) interprets (24 per cent) of the changes in the behavior of the dependent variable (Viewer satisfaction). That is, 24 percent of the change in Viewer satisfaction is due to marketing culture.

Thus, in the view of the researchers the effect of marketing culture on Viewer satisfaction is moderate, which may be due to other factors. Based on the above, in relation to the secondhypothesis test; which provides "marketing culture of TV channels has an effect on Viewer satisfaction", the results of the test used indicate that there is a significant difference 0.5 in accordance with the F-test.

The third hypothesis test

This section is designed to test the validity of the third hypothesis, which states that "television networks that exercise highly marketing culture achieve low levels of overall satisfaction from viewers. Using the Chi-square method, the validity of this hypothesis can be tested as follows:

A-Chi-square analysis of the levels of marketing culture between the three television networks:

Table (4) shows a statistically significant difference in the levels of marketing culture between the three TV networks studied.Came first (mbc) (63.22% high, 26.44% average, 10.34% low), respectively. The second place came in the CBC where the percentage of the difference in the level of marketing culture in the TV network, respectively (58.02%, 32.10%, 9.88%) Al-Hayat network ranked third in terms of the percentage of variation in the level of marketing culture which reached (56.58%, 38.16%, and 5.26%) respectively.

Table (4)
Crosstabulation

television networks		marketing culture			total
		Low	Average	high	
mbc	Count	9	23	55	87
	% within *TV networks*	10.34%	26.44%	63.22%	100.00%
	% within level	42.86%	29.49%	37.93%	35.66%
	% of Total	3.69%	9.43%	22.54%	35.66%
cbc	Count	8	26	47	81
	% within *TV networks*	9.88%	32.10%	58.02%	100.00%
	% within level	38.10%	33.33%	32.41%	33.20%
	% of Total	3.28%	10.66%	19.26%	33.20%
AlHayah	Count	4	29	43	76
	% within *TV networks*	5.26%	38.16%	56.58%	100.00%
	% within level	19.05%	37.18%	29.66%	31.15%
	% of Total	1.64%	11.89%	17.62%	31.15%
	Count	21	78	145	244

total	% within *TV networks*	8.61%	31.97%	59.43%	100.00%
	% within level	100.00%	100.00%	100.00%	100.00%
Chi-square tests					
Chi-square		df		Sig.	
22.452		4		0.00	

It is confirmed that there are differences in the level of marketing culture between the three television networks under study, the value of Chi-square, where it reached 22.452 degrees of freedom 4 at a significant level 0.000.

B. Chi-square analysis of Viewer satisfaction levels among the three television networks:

Table (5)

Crosstabulation

television networks		marketing culture			total
		Low	Average	high	
mbc	Count	21	92	271	384
	% within *TV networks*	5.47%	23.96%	70.57%	100.00%
	% within level	16.41%	25.84%	40.57%	33.33%
	% of Total	1.82%	7.99%	23.52%	33.33%
cbc	Count	48	128	208	384
	% within *TV networks*	12.50%	33.33%	54.17%	100.00%
	% within level	37.50%	35.96%	31.14%	40.90%
	% of Total	4.17%	11.11%	18.06%	33.33%
AlHayah	Count	59	136	189	384
	% within *TV networks*	15.36%	35.42%	49.22%	100.00%
	% within level	46.09%	38.20%	28.29%	35.20%
	% of Total	5.12%	11.81%	16.41%	33.33%
total	Count	128	356	668	1152
	% within *TV networks*	11.11%	30.90%	57.99%	100.00%
	% within level	100.00%	100.00%	100.00%	100.00%
Chi-square tests					
Chi-square		df		Sig.	
11.351		4		0.000	

The results of Table (5) indicate a high degree of variation in the level of Viewer satisfaction among the three TV networks studied. Came first (mbc) (70.57%, 23.96%, 5.47%, respectively), while in the second place came the CEC network (54.17%, 33.33%, 12.50%). The television network AlHayah ranked third in terms of the percentage of variation in the level of satisfaction of viewers (49.22%, 35.42% and 15.36%, respectively). This confirms the existence of significant differences in the level of Viewer satisfaction among the three television networks under study the value of the square of Chi-square in the language of 11.351 degrees of freedom 4 at the level of 0.000.

The results of Table (12) and (13) can be rejected and null hypothesis acceptance. The results of the Kay square test showed statistically significant differences at the level of 0.001 among the three TV networks studied for the values of the arithmetic mean for the practice of marketing culture and customer satisfaction in total, and every two separately). These results indicate that a bank that exercises a high degree of marketing culture determinants achieves a higher degree of customer satisfaction.

III. Results

The study reached a set of results that can be described as follows:

Television networks channels (mbc, CBC, AlHayah) have a medium level of marketing culture policies and programs aimed at their employees, which are reflected in service quality, interpersonal relationships, the selling task, organization, internal communications, and innovativeness. There is also no significant distinction between the three televisions networks studied in terms of the degree of marketing culture practice.

The most important determinants of marketing culture which the three televisions networks under study should focus on are:

➢ The desire to apply new ideas,
➢ Participation of workers in the development of performance standards,
➢ Attention to respect for viewers,
➢ Attention to the quality of television programs,
➢ Pride in the image of the television network,
➢ Availability of security in programs and information provided,
➢ Appreciation of high performance,
➢ And Provide resources for developing viewer research.

There was a difference in the level of Viewer satisfaction of Television networks channels, with the (MBC) achieving a high degree of Viewer satisfaction followed by (CBC), while AlHayah came in third and last place**.**

Thus, TV networks that exercise high standards of marketing culture achieve a high degree of Viewer satisfaction, where the results of the study proved that because of the degree of actual practice of the determinants of marketing culture, the degree of Viewer satisfaction varies.

IV. Recommendations

- The management of television networks should pay more attention to the variables and elements of marketing culture that the study has shown can improve the satisfaction of viewers.In this regard, it is suggested that:
- The TV network management should have a desire to apply new ideas to improve performance, and encourage employees to present new ideas.
- The management of the television network must involve its employees in defining and setting criteria for measuring their performance
- The television network should seek to respect and care for viewers in order to achieve their satisfaction.
- The programs offered by the television network must be of high quality and always strive to improve the quality process.
- Network workers must realize that their behavior reflects the reputation and image of the television network of viewers.
- The television network must commit itself to providing programs that are suitable and appropriate for Arab families when they are viewed, and not ashamed to see them in front of their children.
- Television network management should respect and appreciate the employees who achieve high performance.
- The television network provides an important part of its resources to conduct viewers' research to develop television programs and improve performance.
- Television network management must develop and disseminate a customer-oriented culture that meets the needs and desires of viewers, especially the management of viewers' research.
- Conducting studies to measure viewership and measure the satisfaction of channels and programs on a regular basis, so that the continuation of programs is linked to the degree of satisfaction and viewing rates.
- Provide a system of monitoring and evaluation of performance for broadcasters, programs and paragraphs submitted, with the need for a stable and neutral criterion for evaluation.

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