

## **"Market Orientation and its impact on the institutional performance excellence of sports services providers"**

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### **Research Summary**

This research aims to identify the market orientation and its impact on the institutional performance excellence of sports services providers, The research was conducted on a sample of (302) individuals from managers and workers in the sports services exhibitors sector "fitness centers, Sports academies, sports clubs "in Dakahlia Governorate, From different social and economic levels, the sample was chosen by simple random method, The research tools included a general preliminary data form for the sample, and a questionnaire for the market orientation of sports service exhibitors with its axes, And a questionnaire about the institutional performance excellence of sports service exhibitors with its axes, and the data was collected using document analysis and questionnaires, The collected data were classified, tabulated and statistically analyzed, and appropriate statistical methods were followed through the Spss program. The researcher used the descriptive approach to suit the nature of the research.

**In order to reach the most important results of the research**, which confirms: The market orientation towards the consumer and the competitor contributes to increasing the performance effectiveness of sports service exhibitors, There is a direct, statistically significant, correlation at a significant level (0.05) the total score of the market orientation questionnaire for sports service bidders and the total score of the institutional performance excellence questionnaire for sports service bidders, And there is a linear relationship with a significant significance between the market orientation and the prediction of the institutional performance of sports service bidders, with a contribution rate of (19%) and the rest is due to the influence of other factors.

**The current research has recommended:** the need to pay attention to the trend towards consumers of sports services and maintain them, taking into account the fulfillment of their needs and desires, and the need to pay attention to directing towards competitors and to identify their movements and future plans in order to enable the development of strategies for sports service bidders to confront their movements, and encourage workers within the departments of institutions Sports service providers analyze and share information about consumers and competitors within the sports services market.

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### **Introduction and research problem**

As a result of what is faced by commercial exhibitors in general and sports service exhibitors in particular at the present time of the rapid changes that have occurred in the world represented in globalization and

openness to the other, the removal of borders and organizational change and the intense competition between them to acquire markets and customers, this is a real challenge for institutions to maintain excellence, survival, growth

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and achieving their goals. (Daft, R 2002, p24)

It is worth noting that the distinction of any sports organization is not due to the factor of luck, but rather its success is due to getting to know more about a number of consumers and competitors, as well as making the maximum possible effort for the success of the marketing process, in addition to identifying the factors that affect consumers so that sports services can be provided that suit their expectations. (Schulz, 2001, p13 .).

Here, sports commercial exhibitors should reconsider their orientations towards the sports market, taking into account the change in the current and diverse requirements of consumers and competitors, and the need to work to achieve the different desires and requirements of all types of consumers. (Shalaby, 2005, p. 33)

Therefore, the concept of market orientation, which is known as orientation towards the consumer, appeared in the light of the institution that depends on competition, and seeks through it to provide products or services with quality and efficiency commensurate with the needs of consumers and achieve their satisfaction. (Meldrum, 2000, p6) It is the process of generating and producing appropriate marketing information related to the current and future needs of customers in order to satisfy them and implement the organization's strategic response to market opportunities (Bodlaj, M, 2010, p89) **This is consistent with the study (Maghrawy, 2017)** that commercial exhibitors have adopted the concept of

market orientation well, and the importance of this in giving them a competitive advantage that enables them to face severe competition and maintain its image in the minds of customers.

Recently, commercial exhibitors have increased their interest in the philosophy of market orientation, which stems from the changes that they are currently experiencing at the local and global levels, The degree of interest in this concept has increased as a result of the conditions of environmental and economic transformation, which is dominated by competition, which depends on determining the desires and needs of the consumer or customer and providing products that are distinguished from what competitors offer, All of these developments have led to the administrations' desire to deal scientifically, change their administrative philosophy, and adopt the market orientation as a model that can be challenged to face environmental conditions and a modern method that plays a fundamental role in achieving its goals and improving its performance indicators. (Masgoni, 2017,p.305, 306)

**This is consistent with the study (Idris, 2017)** that there is an impact of the market orientation on the performance of commercial companies with the presence of the marketing information system. **And a study (Slater, 2006, p 1221)** that market orientation has an impact on the performance of organizations because it affects how management thinks and works by continuously collecting

information about consumers' needs and competitors' capabilities and how to use that information to permanently generate high value for consumers.

Accordingly, excellence in institutional performance refers to the skill in managing the organization to achieve the best results through a set of procedures, including care and orientation towards customers and their expectations in a way that leads to the uniqueness and superiority of the institution and its distinction in its performance from other organizations, which gives it an advantage and an advantage over other organizations (Hamdi, 2015, p. 4) As the institutional performance is considered distinct if it has a set of criteria, including focus and orientation towards the beneficiaries (Hanieh, 2019, p. 3).

Institutional excellence is a state of creativity and organizational excellence in a way that achieves unusually high levels of performance and implementation of production, marketing, financial and other processes within the organization, resulting in results and achievements that surpass what competitors achieve and satisfy customers (Ahmed, 2018, p. 270), Institutional excellence means innovation or doing a laboratory that is different from others, and excellence is achieved by achieving a competitive advantage, that is, being better than others in your performance in terms of "cost, quality, time, creativity and innovation". (Abdul Hafeez, 2019, p. 626).

Moreover, the institutions are keen to be in a distinguished position in their performance and seek to

consolidate the elements of institutional excellence, which has become a global trend in order to be able to survive and continue to perform their activities, , where excellence in institutional performance seeks to apply the organization continuous methods of development and detection of deficiencies, the development of modern strategies, and the exploitation of opportunities for improvement in order to achieve excellence in institutional performance. (Al-Awadi, 2020, p. 225)

Therefore, it is no longer sufficient for sports service providers, whether the for-profit sector "fitness centers, sports academies", or the non-profit sector "sports clubs" to accept the current situation, as recent technical developments at various levels globally and locally have required them to search for new paths that enable them to compete and achieve Excellence within the sports market, The market orientation strategy is one of the modern marketing strategies that can be adopted and adopted for sports exhibitors to reach new ideas in marketing that guarantee success and distinction from the rest of the competitors within the sports markets.

By informing the researcher of the recommendations of previous studies in the field of market orientation and excellence in institutional performance, **the study of (Maghrawi, 2017) (Al-Murshidi, 2012) (Masghouni, 2017) (Al-Hadithi, 2018) recommended,** The study recommended the need for organizations to pay attention to conducting marketing research to

identify market information in relation to competition and the customer to achieve outstanding performance, and to work on creating sections that facilitate the application of market orientation, whose tasks are focused on generating intelligence information about the needs of customers and competitors, And the need to emphasize the importance of market orientation by following strategies to enhance the performance level of organizations, and the need for organizations to pay attention to market orientation because of its impact on the performance of organizations in terms of their location, competition with other organizations and gaining customers' trust, On the other hand, **the study (Al-Murshidi, 2017) recommended** the necessity of conducting future studies on studying the impact of market orientation on the performance of organizations.

From the foregoing, and by reviewing previous studies in the field of market orientation and institutional performance excellence, It should be noted that these researches dealt with those variables in commercial and economic institutions, Other than that study that will be addressed in the profit-oriented sports sector in general, including fitness centers, health clubs and sports academies in particular, and the non-profit sector such as sports clubs, moreover, there is no research that has dealt with identifying the impact of market orientation on institutional performance excellence at sports service models.

### **Research Objective :**

The research aims to identify the **market orientation and its impact on the institutional performance excellence of sports services bidders**, by answering the following questions:

- 1- What is the reality of the market orientation of sports services providers?
- 2- What is the level of institutional performance of sports services providers?
- 3- What is the nature of the relationship between market orientation and institutional performance excellence for sports services providers?
- 4- What is the relative contribution of the market orientation in predicting the institutional performance of sports service providers?

### **Search procedures:**

#### **Method used:**

The researcher used the descriptive method, the survey method, to suit the nature of the research.

#### **Research sample and community:**

\*The research community is determined from the managers and workers in the sports services exhibitors sector in Dakahlia Governorate.

#### **The basic research sample and its limitations:-**

The researcher has chosen the research sample in a random way, and the sample size on which the questionnaire was applied reached (302) individuals from managers and workers in the sports service offering sector "fitness centers, sports academies, Sports clubs" in Dakahlia Governorate, and (50) for the exploratory sample of

managers and workers in the sports service offering sector, and from outside the basic sample.

**Data collection tools:**

1. The “**market orientation**” questionnaire consists of (34) phrases distributed over (3) axes, prepared by the researcher.

2. The “**Institutional Performance Excellence**” questionnaire consists of (38) phrases distributed over (5) axes, prepared by the researcher.

**Search steps:**

After defining the research sample and preparing the data collection tools, the researcher applied the research tools to a rationing sample consisting of (50) managers and workers in the sports service offering sector “fitness centers, sports academies, sports clubs” in Dakahlia Governorate from outside the main study sample and from within the research community in The period from (04/01/2021) to (27/01/2021)

**Scientific transactions of the two questionnaires:**

**-Calculating the validity coefficient:**  
The researcher used the following methods to calculate the validity coefficient of the two questionnaires, which are:

**1-The veracity of the arbitrators**

The researcher presented the axes of the two proposed questionnaires, as well as the statements of each of the axes, to (8) professors of sports administration and professors of business administration at the Faculty of Commerce who are experts in the field to express their opinion on the appropriateness and adequacy of the axes and phrases and the appropriateness of their formulation for the research sample.

**2. Sincerity of Internal Consistency:**

The researcher used the internal consistency validity to calculate the validity of the questionnaire's axes and phrases by finding the correlation coefficient between all the statements and their respective axes, as well as between the axes and the total score of the questionnaire.

**-Calculation of the stability coefficient:**

**1. Cronbach's Alpha Method:** The stability values by Cronbach's alpha method ranged between (0.469: 0.789) for the market orientation questionnaire, and (0.415: 0.878) for the institutional performance excellence questionnaire.

**2. The half-segmentation method:**

The market-orientation survey's mid-term segmentation correlation coefficient was (0.527) for Spearman-Brown and (0.514) for Getman, and (0.895) for Spearman-Brown and (0.893) for Getman for the Institutional Performance Excellence questionnaire.

**Basic study:**

After reassuring the scientific transactions of honesty and consistency the researcher applied the two questionnaires to the basic research sample in the period from (02/02/2021) to (24/03/2021). After completing the application of the two questionnaires, they were assembled and organized, the data was unloaded and tabulated to carry out the appropriate statistical treatments.

**Presentation, interpretation and discussion of the results:**

In order to achieve the goal of the research and in response to the questions raised and within the limits of the research sample and the method

used, the researcher presents the results they have categorized as follows:

**Presentation and discussion of the results of the first question:**

- **What is the reality of the market orientation of sports services providers?**

**Table (1)**  
**Arithmetic averages, standard deviations, percentage, and ca2 for the responses of the research sample to the reality of the market orientation of sports service bidders (n = 302)**

N	Axis	Mean	Std. Deviation	percentage	Chi-Square
1	Orientation towards consumer	2.497	2.961	83.2%	*151.51
2	Orientation towards competitors	2.184	3.721	72.8%	*156.01
3	Coordination and functional integration	2.342	3.306	78%	*155.08
Market Orientation Survey		2.355	7.360	78.5%	*137.47

\*Table value of (Chi-2) at (0.05) = 5.990

**The results of Table (1) showed** that: the calculated value of (Ca2) is greater than the tabular value of (5.990), for all axes of the **market orientation questionnaire**, where the calculated value of (Ca2) ranged between (137.47: 156.01), which shows that there are statistically significant differences in all the axes and the questionnaire as a whole, and the average responses of the research sample towards the questionnaire axes ranged between (2.497) and by (83.2%) for the axis of orientation towards the consumer to (2.184) and by (72.8%) for the axis of orientation towards competitors.

**The researcher attributes this** to the fact that the marketing departments of the sports service providers organizations are interested in the market orientation strategy by heading towards consumers to know their needs and desires in a way that achieves their satisfaction, in addition,

sports service exhibitors seek to know the strategies and activities of competitors, monitor their marketing activities, and work to collect information about competitors' capabilities within the market, which helps to modify and change the competitive strategy of the institution, by through the dissemination and exchange of all marketing information between the departments and sections of the institution

The results of the current research **agreed with the study of (Abdul Halim, Hussein, 2019), the study (Al-Hadithi, Waad, 2018), the study (Maghrawi, Mohieddin, 2017), the study (Al-Murshidi, Khaled, 2017) and the study (Ben Qasima, Muhammad, 2017) And a study (Idris, Wael, 2013)**, which concluded that the application of market orientation in its dimensions increases the level of interest in customer orientation, orientation to the customer

by knowing his needs and desires is one of the components of the market orientation, and that the orientation of the competitors is one of the components of the market orientation, in addition, the market orientation is important in the process of information flow between departments about markets.

**Thus, the researcher has achieved the answer to the first question of the research.**

**Presentation and discussion of the results of the second question:**

**\* What is the level of institutional performance of sports service providers?**

**Table (2)**

**Arithmetic averages and standard deviations of the responses of the research sample to the level of institutional performance of sports service providers (n = 302)**

N	Axis	Mean	Std. Deviation	Percentage	Level
1	performance efficiency	2.346	3.021	78.22%	High
2	performance efficacy	2.321	2.835	77.38%	Medium
3	Excellence by enhancing competitiveness	2.430	17.016	81.03%	High
4	Excellence in the quality of sports services	2.480	19.841	82.67%	High
5	Excellence to achieve consumer satisfaction	2.281	15.973	76.06%	Medium
Institutional Performance Excellence Questionnaire		2.373	6.904	79.10%	High

**It is clear from Table (2):** that the level of institutional performance of managers and employees of sports service providers is high, as the arithmetic average of the questionnaire as a whole was (2.37) with a percentage of (79.10%), and the averages of the research sample's responses towards the questionnaire's axes ranged between (2.32) and at a percentage of (77.38%) for the axis of "performance effectiveness" to (2.48) and a percentage of (82.67%) for the axis of "quality of sports services".

**The researcher attributes** the high level of institutional performance

to the fact that the administrations of sports services offerers are always interested in achieving standards of excellence in sports services provided to customers, and interest in achieving a good competitive position within the sports services market, and working to achieve the required performance in providing services according to the strategy of market orientation.

The results of the current **research agreed with the study (Tony, Ahmed, 2021), the study (Al-Awadi, Adel, 2020), the study (Al-Hadithi, Waad, 2018), the study (Badrawi, Abdel-Ridha, 2018) and**

the study (Al-Murshidi, Khaled, 2017), the study (Naseer, Muhammad, 2015) and a study (Al-Ayoubi, Mansour, 2015), which concluded that achieving competitive advantage is highly correlated with market orientation, and that there is a strong correlation between market orientation with its dimensions and the competitive advantage of commercial companies, and that the measure of institutional performance excellence is achieved through the organization's production of services a high level of outstanding quality.

**Thus, the researcher has achieved the answer to the second question of the research.**

**Presentation and discussion of the results of the third question:**

**What is the nature of the relationship between market orientation and institutional performance excellence for sports service providers?**

To answer the third question of the research statistically, the researcher calculated the matrix of Pearson's correlation coefficients between the variables of the research represented in the market orientation with its axes and the excellence of institutional performance with its axes, as shown in **Table (3)**

**Table (3)**  
**Correlation coefficients between the market orientation with its axes and the institutional performance excellence with its axes (n = 302)**

Excellence in institutional performance	market orientation			
	Consumer Orientation	Orientation to competitors	Coordination and functional integration	total degree
performance efficiency	**0.280	**0.291	**0.568	**0.515
performance efficacy	*0.122	**0.313	**0.377	**0.377
Enhance competitiveness	*0.044	0.069	0.018	0.025
Excellence in quality of services	0.015	0.027	0.047	0.041
Achieving consumer satisfaction	0.107	0.047	0.096	0.110
total degree	*0.200	**0.301	**0.455	**0.437

**D- at the level of significance (0.05)\***

**It is evident from Table (3) that:**

- There is a direct, statistically significant, correlation at a significant

level (0.05) between the market orientation of sports service bidders



with its axes and the performance efficiency of sports service bidders.

- There is a direct, statistically significant, correlation at a significant level (0.05) between the market orientation of sports service bidders with its axes and the performance effectiveness of sports service bidders.

- There is a direct, statistically significant, correlation at a significant level (0.05) between the total score of the market orientation questionnaire for sports service bidders and the efficiency and effectiveness of performance for sports service bidders.

- There is a direct, statistically significant, correlation at a significant level (0.05) the total score of the market orientation questionnaire for sports service bidders and the total score of the institutional performance excellence questionnaire for sports service bidders.

**The researcher attributes** this to sports service providers, such as sports clubs, fitness centers and sports academies, which are now looking to develop modern marketing strategies and methods in order to reach the consumer and know their needs and expectations, in addition to knowing the methods and strategies used by competitors within the market, through the use of the market orientation strategy for what It plays a clear role in achieving the efficiency and effectiveness of performance within the institutions of sports service providers, which achieves excellence and gives these institutions a

competitive advantage in the market by achieving consumer satisfaction.

The results of the current research **agreed with the study of (Royal, Hammam, 2009)**, which found a relationship between the application of market orientation and overall performance within the institution. Also **agreed with the study (Idris. Wael, 2013)**, which concluded that there is a statistically significant effect of the market orientation on the performance of companies, also **agreed with the study (Al-Hadithi, Waad, 2018)**, which found a statistically significant relationship between market orientation and organizational performance. I also **agreed with the study (Magharoui, Mohieldin, 2017)**, which found a positive relationship between the market orientation in its themes "customer orientation, competitor orientation, integration and coordination between jobs" and achieving outstanding performance and maximizing profits.

**Thus, the researcher has achieved the answer to the third question of the research.**

**Presentation and discussion of the results of the fourth question:**

**What is the relative contribution of the market orientation in predicting the level of institutional performance of sports service providers?**

To answer the fourth question of the research statistically, the researcher calculated a simple linear regression

model and the significance of the differences between market orientation and institutional performance excellence, as shown in Table (4, 5, 6).

**Table (4)**  
**Simple Linear Regression Model between Market Orientation and Institutional Performance Excellence (n = 302)**

Independent variable	dependent variable	Fixed regression	regression coefficient	correlation coefficient (r)	Interpretation coefficient (R <sup>2</sup> )
Market Orientation of Sports Services Exhibitors	Institutional performance of sports service exhibitors	6.2208	0.188	*0.437	0.191

**D at the level of significance (0.05)\***

From Table (4) it is clear: There is a direct correlation with a statistical significance between market orientation and institutional performance, and that the interpretation coefficient (R<sup>2</sup>) of (0.191), roughly refers to (19.00%) as a contribution rate in the dependent variable (institutional performance excellence), which it explains variation of the independent variable (market orientation).

This may be due to the fact that market orientation explains (19.00%) of the variance in forecasting institutional performance, while the

rest of the variance is due to other variables that were not taken into account in the regression equation, therefore, the higher the interest of sports service exhibitors in developing modern marketing variables such as the market orientation, the more they have a role in enhancing the percentage of excellence in the institutional performance of the exhibitors.

The results of the current research agreed with the study (Idris. Wael, 2013), which found a linear relationship with a moral significance between market orientation and institutional performance.

**Table (5)**  
**Significance of differences for the simple linear regression model between market orientation and institutional performance excellence (n = 302)**

Contrast source	Sum of Squares	Freedom degree	Average squares	F	Indication level
Regression	2740.64	1	2740.64	*70.820	0.00
Residual	11609.69	300	38.699		
Total	14350.34	301			

D at the level of significance (0.05)\*

**From Table (5)**, it is clear: There are statistically significant differences between the market orientation and institutional performance, as the calculated value of (F) is greater than its tabular value at the level of significance (0.05).

**This may be due to the** fact that market orientation (the independent variable) has a statistically significant role in determining the value of

excellence for the institutional performance of sports service providers (the dependent variable).

**The results of** the current research agreed with the **study (Khamis, Muhammad, 2016)**, which concluded that there is an effect of some intermediate environmental variables on the nature and level of the relationship between market orientation and performance.

**Table (5)**

**Summary of the simple regression analysis between market orientation and institutional performance excellence (n = 302)**

variable	B	Std. Error	Beta	T	sig
<b>Constant</b>	57.352	3.917	-	*14.641	0.00
<b>market orientation</b>	0.410	0.049	*0.437	*0.437	0.00

**D at the level of significance (0.05)\***

**From table (6);** It is clear that: the calculated (T) values are greater than their tabular value at a significant level (0.05) and the regression coefficient values are positive, and that the standard regression coefficient of (0.437) indicates the relationship between market orientation and institutional performance.

**This may be due to** the importance of market orientation in

predicting the institutional performance of sports service providers, and the simple regression coefficient indicates the relationship between market orientation and institutional performance.

A simple linear regression equation can be formulated which had to predict the institutional performance of sports service providers, as follows:

$$\text{Institutional performance excellence} = (6.2208 + 0.188) \text{ market orientation}$$

**This may be due to** the value of the correlation between market orientation and institutional performance for sports service providers, as there is a positive, statistically significant relationship between market orientation and institutional performance, one of which could be predicted in terms of the other.

**Thus, the researcher has achieved the answer to the fourth question of the research.**

**Research results and recommendations:**

**First, the search results:**

**Based on the results of this research and in light of the method used and within the limits of the sample and the data collection tool, the researcher concludes the following :**

- sports service providers seek to study and understand the needs and desires of consumers as a priority .
- there is an interest from sports service providers to go to competitors and know their marketing activities .
- exhibitors of sports services are interested in publishing all marketing information about consumers and competitors to all departments and sections of their institutions .
- sports service providers are interested in providing high quality services that create double value for consumers in a way that maintains their satisfaction and maintains their continuity .
- the market orientation towards the consumer and the competitor contributes to increasing the performance effectiveness of sports service providers.
- the quality of sports services is an important competitive indicator that sports service bidders rely on to challenge competitors and achieve excellence in their institutional performance .
- there is a direct statistically significant, correlation at a significant level (0.05) between the market orientation of sports service bidders with its axes and the performance efficiency of sports service bidders .
- there is a direct, statistically significant, correlation at a significant level (0.05) between the market orientation of sports service bidders with its axes and the performance effectiveness of sports service bidders .
- there is a direct statistically significant, correlation at a significant level (0.05) between the total score of the market orientation questionnaire

for sports service bidders and the efficiency and effectiveness of performance for sports service bidders

- there is a direct, statistically significant, correlation at a significant level (0.05) the total score of the market orientation questionnaire for sports service bidders and the total score of the institutional performance excellence questionnaire for sports service bidders .

- there is a linear relationship with a significant significance between the market orientation and the prediction of the institutional performance of sports service bidders, with a contribution rate of (19%) and the rest is due to the influence of other factors .

**Second: Research recommendations: Based on the findings of the research, and in light of the research questions, the researcher recommends the following:**

- 1- The necessity of paying attention to the orientation towards consumers of sports services and preserving them, taking into consideration meeting their needs and desires .
- 2- The need to pay attention to the competitors and know their movements and future plans in order to develop strategies for the sports service bidders to face their movements.
- 3- Encouraging sports service bidders to analyze competitors' strengths and weaknesses to achieve opportunities and excel within the sports services market.
- 4- Encouraging sports service providers to conduct marketing research to identify the needs related to current and future sports service

consumers, and to study competitors within the market.

5- Encouraging employees within the departments of sports service providers to analyze and exchange information about consumers and competitors within the sports services market.

6- Developing methods of collecting, classifying and storing information and how to benefit from it in the market orientation strategy, and making adjustments according to this information.

7- The need for sports service bidders to use the market orientation strategy To keep pace with recent developments in the performance and provision of sports services.

8- Emphasizing the importance of market orientation by following certain strategies to enhance the performance level of sports service providers at the long level.

9- The necessity of supporting the policy of motivating and rewarding employees because of its positive impact on improving institutional performance and market orientation.

10- Emphasizing the dissemination and consolidation of the culture of market orientation within all departments of sports service providers in a way that achieves excellence in their institutional performance.

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