

اثر مستوى التوجه السوقي لدى مكاتب السياحة العاملة في الأردن  
على أدائها التسويقي

إعداد

همام سمير يعقوب ملكي

المشرف

الأستاذ الدكتور هاني حامد الضمور

قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في

إدارة الأعمال / التسويق

كلية الدراسات العليا

الجامعة الأردنية

كانون ثاني، 2008

## الجامعة الأردنية

### نموذج تفويض

أنا همام سمير يعقوب ملكي، أفوض الجامعة الأردنية بتزويد نسخ من رسالتي /  
أطروحتي للمكتبات أو المؤسسات أو الهيئات أو الأشخاص عند طلبها.

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38		6/2
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52		12/2
56		1/3
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57		1
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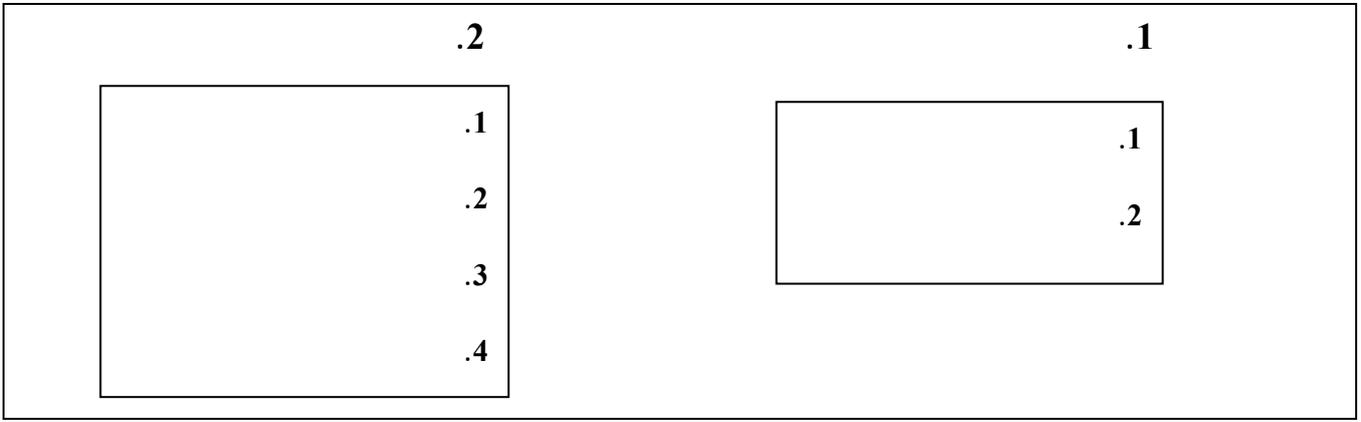
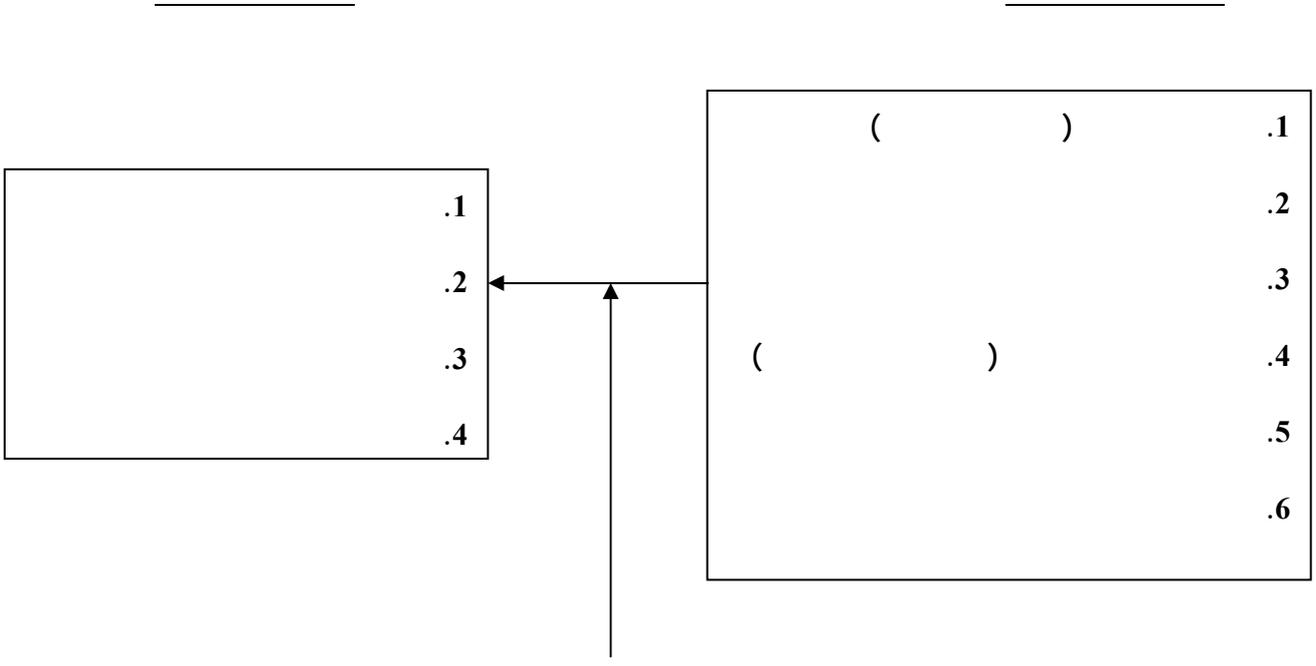
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:(Kotler, 2006)

: **Customer Orientation**

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**: Competition Orientation .5**

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**: Environmental Adaptation**

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**Marketing Performance**

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8/1 الدراسات السابقة

(Davis, 1990)

(Graham etal, 1990)

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(Dulin, 1993)

(Greenley, 1993)

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(Cheryl, 2002)

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(Andrea & Enrique, 2004)

222

(Paul, 2004)

57

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(Jaquin etal, 2005)

465

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(Linus, 2006)

697

(Alper etal, 2006)

1042

(Charles etal, 2006)

(Boo, 2006)

558

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273

MARKOR

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## الفصل الثاني

## الفصل الثاني

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.(Slater & Narver ,1995)

.(Jaworski and Kohli, 1996) .

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(Jaworski and Kohli, 1993)

(Deng and Darl, 1994)

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.(Jaworski and Kohli, 1993)

.(Narvar and Slater , 1990)

(Gunay,2002)

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(Gunay,2002)

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(Matsuno et

al,2005)

(Naarver & Slater, 1990)

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(Kohli & Jaworski, 1990)

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(Narver & Slater, 1990)

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(Deng & Dart 1994 )

.(Varelaa & Rio, 2003)

(Varela & Rio, 2003)

(Kelly, 1992)

(Becherer et al, 2003)

.(Kohli & Jaworski, 1990)

(Kohli Jaworski, 1990)

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(Kohli & Jaworski, 1990)

(Abrahanson & Fomburn ,1994)

(Varela & Rio, 2003)

(Olson etal, 2005)

.(Harris, 1998)

(Matsuno etal, 2005)

(Narvar & Slater, 1996)

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(Joaquin etal , 2002)

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(Pearson, 1993)

(Varela et al , 1993)

(Day,1994)

(Deshpande etal, 1993)

(Day, 1994)

(Webster, 1992)

(Kohli & Jarworski, 1990)

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1999 .(Day, 1994)

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(Narver & Slater, 1990)

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(Hooley et al, 2003)

(Narver & Salter, 1990)

(Lui, 1996)

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(Lukas & Ferrell, 2000)

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. (Prescott and Styke 1997)

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(Haiyang and Kwaku , 2001) .

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(Yaman & Shaw, 1998)

(Jaworski & Kohli, 1998)

(Moornan et al, 1992)

(Yaman & Shaw, 1998)

:(Duboff and Spath , 2000)

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(Garvin,1986)

(Levitt, 1960)

.(Morgan, 2004)

(Boyd & Walker, 1990)

.(Porter, 1988)

(Deshpande, 1999)

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(Deshpande' etal, 1999)

( Kohli and Jaworski, 1990, Narvar and Slatter, 1990)

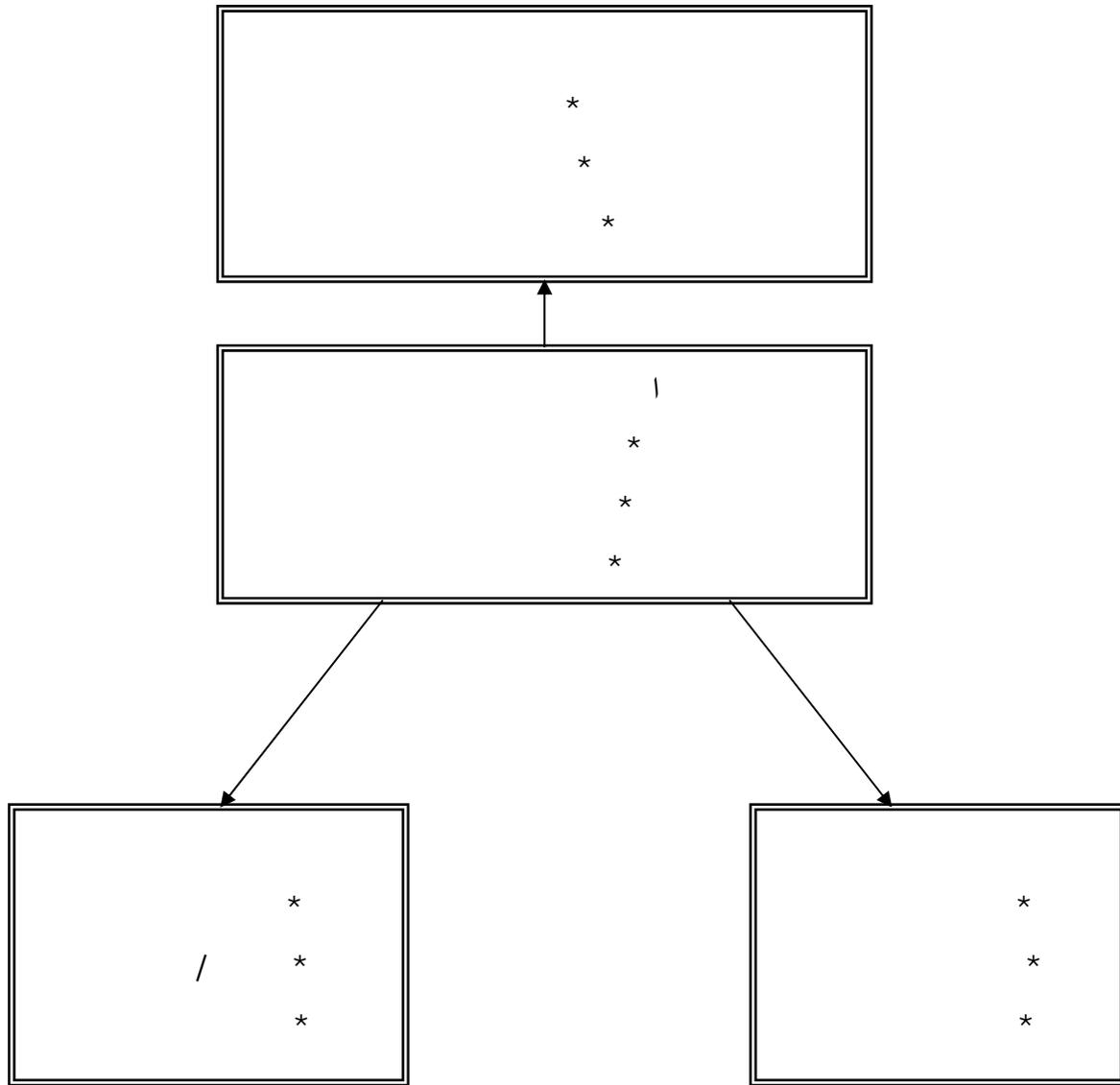
.(Ruckert , 1992)

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Bruce,H , (1999), Marketing Performance Measures: History and :  
Interrelationships, Journal of Marketing , Vol.10, PP 711-732

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(Piercy & Morgan, 1995)

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(Frederick, 1994)

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.(Keller, 1998)

(Keller, 1998)

(Simon & Sullivan, 1993)

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(Jaworski & Kohli, 1996)

(Miller, 1994).

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(Change & Clon, 1998)

(Hooley et al, 2003)

(Kohli & Jaworski, 1990, Narvar and Slater, 1990)

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(Selnes et al, 1996)

(Deshpande' et al,

1999)

(Slater & Narvar, 1996)

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(MARKOR) (Kohli et al, 1993)

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(Kohli et al, 1993)

(Narvar and Slater, 1990)

(Vernon O'Connor, 1998)

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(Avlontis & Gournor, 1999)

(Kohli and Jaworski, 1990)

(Slater & Narvar, 1990)

(Kohli and Jaworski, 1990)

(Slater & Narvar, 2000)

.(Kotler, 2006)

(Jaworski & Kholi, 1990)

(Estban etal, 2002)

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(Rexha etal, 2000)

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(Gray etal, 1998)

(Narvar and Slater, 1990)

(Day, 1994)

(Slater and Narvar,1998)

**Marketing Intelligence**

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(Etorre, 1995)

(Huster,

2005)

(Tan and Ahmad, 1999)

(Lackman et al ,

2001)

(Miree & Prescott, 2000)

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(Porter ,

1980)

(Gilad, 1996)

(Moon, 2000)

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.(Herring, 1999)

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.(Ashlon and Stacy, 1995)

(Rouch and Santi, 2004)

(Santi, 2000)

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(Lackmann et al , 2000)

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(Fuld, 1998)

(Johnson,2001)

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(Kohli and Jaworski, 1990)

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(Luskh & Laczniak, 1987) :

(Knight and Daig, 2000) -

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(Cohen,1993)

(Bloemer et al, 1990)

(Greenberg and Baron, 1997)

## منهجية الدراسة

الفصل الثالث  
منهجية الدراسة

		:	<b>1/3</b>
(		)	
	(152)		
	%94.4	(148)	
		:	<b>2/3</b>
			(374)
		:	<b>3/3</b>
(152)			
	(1)	(%40.6)	

.1

66.9	99		
33.1	49		
100	148		
14.2	21	25	
52.7	78	35	25
27.7	41	45	35
5.4	8	45	
100	148		
31.8	47		
58.8	87		
8.8	13		
7	1		
100	148		
34.5	51		
38.5	57	10	5
16.9	25	15	10
9.5	14	15	
100	148		
11.5	17	5	
57.4	85	10-5	
22.3	33	15-11	
8.8	13	16	
100	148		
8.8	13	1989	
50	74	1999-1990	
26.4	39	2000	
14.9	22		
100	148		



% 75

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(Self- Administrated Questionnaire)

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		:	-
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82.5	
87.6	
91.3	
96.1	
88.5	
93.4	

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<b>1</b>	<b>0.507</b>	<b>4.75</b>		<b>17</b>
<b>2</b>	<b>0.650</b>	<b>4.68</b>		<b>3</b>
<b>3</b>	<b>0.675</b>	<b>4.61</b>		<b>9</b>
<b>4</b>	<b>0.675</b>	<b>4.61</b>		<b>16</b>
<b>5</b>	<b>0.675</b>	<b>4.50</b>		<b>13</b>
<b>6</b>	<b>0.768</b>	<b>4.46</b>		<b>10</b>
<b>7</b>	<b>0.683</b>	<b>4.45</b>		<b>1</b>
<b>8</b>	<b>0.740</b>	<b>4.45</b>		<b>8</b>
<b>9</b>	<b>0.678</b>	<b>4.40</b>		<b>14</b>

10	0.714	4.30		2
11	0.769	4.30		12
12	0.838	4.20		4
13	0.794	4.13		15
14	0.885	4.11		5
15	0.900	4.07		6
16	0.807	4.04		7
17	0.903	3.72		11
	0.396	4.34		

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1	0.714	4.51		21
2	0.805	4.14		24
3	0.832	4.12		22
4	0.794	4.05		19
5	0.750	4.05		20
6	0.800	4.00		18
7	0.896	3.80		23
8	1.047	3.49		25
9	1.114	3.26		26
	0.593	3.93		

(21)

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<b>1</b>	<b>1.198</b>	<b>4.38</b>		<b>33</b>
<b>2</b>	<b>0.931</b>	<b>4.14</b>		<b>30</b>
<b>3</b>	<b>0.854</b>	<b>3.93</b>		<b>31</b>
<b>4</b>	<b>0.773</b>	<b>3.91</b>		<b>29</b>
<b>5</b>	<b>1.240</b>	<b>3.84</b>		<b>32</b>
<b>6</b>	<b>0.971</b>	<b>3.81</b>		<b>27</b>
<b>7</b>	<b>0.975</b>	<b>3.41</b>		<b>28</b>
	<b>0.620</b>	<b>3.92</b>		

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1	0.896	4.41		37
2	0.741	4.38		42

3	0.783	4.28		43
4	0.882	4.26		44
5	0.927	4.17		36
6	0.810	4.13		34
7	0.993	4.11		38
8	0.868	4.05		39
9	0.787	4.01		41
10	0.849	3.99		45
11	0.878	3.82		35
12	1.078	3.47		40
	0.602	4.09		

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<b>1</b>	<b>0.835</b>	<b>4.29</b>		<b>49</b>
<b>2</b>	<b>0.912</b>	<b>4.07</b>		<b>51</b>
<b>3</b>	<b>0.975</b>	<b>4.04</b>		<b>50</b>
<b>4</b>	<b>0.807</b>	<b>4.03</b>		<b>55</b>
<b>5</b>	<b>1.095</b>	<b>3.89</b>		<b>54</b>
<b>6</b>	<b>0.957</b>	<b>3.83</b>		<b>46</b>
<b>7</b>	<b>1.077</b>	<b>3.81</b>		<b>47</b>
<b>8</b>	<b>1.006</b>	<b>3.81</b>		<b>53</b>
<b>9</b>	<b>1.036</b>	<b>3.78</b>		<b>48</b>
<b>10</b>	<b>0.928</b>	<b>3.74</b>		<b>52</b>
	<b>0.717</b>	<b>3.93</b>		

(49 )

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<b>1</b>	<b>0.786</b>	<b>4.54</b>		<b>64</b>
<b>2</b>	<b>0.837</b>	<b>4.22</b>		<b>59</b>
<b>3</b>	<b>0.762</b>	<b>4.135</b>		<b>56</b>
<b>4</b>	<b>0.827</b>	<b>4.09</b>		<b>66</b>

5	0.713	4.04		58
6	0.925	3.91		61
7	0.956	3.89		65
8	1.232	3.84		62
9	1.094	3.68		63
10	0.782	3.19		57
11	1.328	2.78		60
	0.452	3.94		

(64)

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(3.91)



%5.4

%16

%15.5

%10

.11

6.8	10	5		1
24.3	36	10	-5	2
27	40	15	-10	3
41.2	61		15	4
0.7	1			
100	148			5

15

10)

%41.3

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%27

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%24.3

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(10)

%6.8

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	Sig T	T	T	
	0.008	1.96	2.698	
	0.165	1.96	1.554	.1
	0.003	1.96	3.506	.2
	0.000	1.96	8.017	.3
	0.000	1.96	6.601	.4

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	Sig T	T	T	
	0.001	1.96	3.464	
	0.133	1.96	1.513	.1
	0.322	1.96	0.944	.2
	0.000	1.96	3.997	.3
	0.003	1.96	3.067	.4

(14)

T)

(H0)

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( T)

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(H0)

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	Sig T	T	T	
	0.012	1.96	2.54	
	0.008	1.96	2.675	.1
	0.022	1.96	2.320	.2
	0.054	1.96	1.946	.3
	0.511	1.96	0.659	.4

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T)

(H0)

(0.05)

( T)

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( T)

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	Sig T	T	T	
	0.079	1.96	1.767	
	0.175	1.96	1.363	.1
	0.000	1.96	3.69	.2
	0.689	1.96	0.401	.3
	0.037	1.96	2.101	.4

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	Sig T	T	T	
	0.003	1.96	3.029	
	0.109	1.96	1.612	.1
	0.027	1.96	2.237	.2
	0.130	1.96	1.524	.3
	0.001	1.96	3.306	.4

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	Sig T	T	T	
	0.76	1.96	0.306	
	0.069	1.96	1.833	.1
	0.381	1.96	0.8758	.2
	0.022	1.96	2.313	.3
	0.911	1.96	0.112	.4

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	Sig T	T	T	
	0.017	1.96	2.409	
	0.0597	1.96	0.530	.1
	0.742	1.96	0.329	.2
	0.030	1.96	2.187	.3
	00.002	1.96	3.118	.4

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F	F	F			
2.006	2.70	1.322	3	3.933	
			139	137.815	
			142	141.745	
2.006	0.039	2.864	3	5.682	
			138	91.255	
			141	96.937	
2.006	0.640	0.563	3	1.596	
			143	135.233	
			146	136.830	
2.006	0.693	0.485	3	1.754	
			139	167.673	
			142	189.427	

( F) ( F) (H0)

F) ( F) (H0) (0.05)

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			(2.006)	(F)		
	(0.05)			(	F)	(
						F)
138 3)		(2.864 =	F)			-
	(2.006)	(F)				(
(0.05)		(	F)	(	F)	
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F)			(2.006)	(F)		
	(0.05)			(	F)	(
		(20)				
	(	139 3)		(0.485 =	F)	
			(2.006)	(F)		
	(0.05)			(	F)	(
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F	F	F			
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2.006	0.140	2.000	2	4.006	
			118	118.193	
			120	122.198	
2.006	0.158	1.877	2	2.443	
			117	76.149	
			119	78.592	
2.006	0.000	9.247	2	16.022	
			122	105.690	
			124	121.712	
2.006	0.150	1.925	2	4.435	
			118	135.945	
			120	140.380	

( F) ( F) (H0)

) ( F) (H0) (0.05)

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( 118 2) (2.000 = F) -

F) (2.006) (F)

	(0.05)	( F)	(
	( 117 2)	(1.877 =	F) -
F )	(2.96)	(F)	
	(0.05)	( F)	(
	( 122 2)	(9.247 =	F) -
	(2.006)	(F)	
	(0.05)	( F)	( F)
	( 118 2)	(0.485 =	F) -
F )	(2.006)	(F)	
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T	T	T	
1.96	0.322	0.996	
1.96	0.068	1.843	
1.96	0.543	0.610	
1.96	0.664	0.4369	

### Independent t-test

( T) ( T) (H0)

( T) (H0) (0.05)

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T) (22) :

(1.96) (T) (0.996 =

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F	F	F			
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2.006	00.045	2.748	3	7.936	
			139	133.812	
			142	1147.748	
2.006	0.048	2.699	3	5.372	
			138	91.564	
			141	96.937	
2.006	0.839	0.281	3	0.803	
			143	136.027	
			146	136.830	
2.006	0.862	0.249	3	0.906	
			139	168.52	
			142	169.427	

( F) ( F) (H0)

( F) (H0) (0.05)

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(2.748 = F) (23) :

(F) ( 139 2)

( F) ( F) (2.006)

(0.05)

F) (23) :

( 138 3) (2.699 =

F) (2.006) (F)

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(23) :

( 143 3) (0.281 = F)

F) (2.006) (F)

(0.05) ( F) (

(23) :

( 139 3) (0.249 = F)

F) (2.006) (F)

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F	F	F			
2.006	0.002	5.136	3	14.146	
			139	127.602	
			142	171.748	
2.006	0.011	3.850	3	7.487	
			138	89.449	
			141	96.937	
2.006	0.000	12.282	3	28.034	
			143	108.796	
			146	136.830	
2.006	0.092	2.194	3	7.690	
			139	161.768	
			142	169.427	

( F) ( F) (H0) (0.05) ( F)

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F) (24) :

( 139 3) (5.1362 =

( F) (2.006) (F)

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		( 138 3)		(3.850 =
F)	( F)		(2.006)	(F)
		(0.05)		(
		.		
	(24)		:	-
		( 143 3)		(12.282 = F)
F)		(2.006)	(F)	
		(0.05)	( F)	(
		.		
	(24)		:	-
		( 139 3)		(2.194 = F)
F)		(2.006)	(F)	
		(0.05)	( F)	(
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F	F	F			
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2.006	0.006	4.316	3	12.084	
			139	129.685	
			142	141.748	
2.006	0.355	1.090	3	2.245	
			138	94.692	
			141	96.937	
2.006	0.051	2.654	3	7.217	
			143	129.613	
			146	136.830	
2.006	0.020	3.394	3	11.563	
			139	157.864	
			142	169.427	

( F) ( F) (H0) (0.05)

F) ( F) (H0) (0.05)

F) (25) : -  
( 139 3) (4.318 =

F)	(	F)	(2.006)	(F)
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F)	(25)		:	-
		(	138 3)	(1.090 =
F)		(2.006)	(F)	
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	(25)		:	-
		(	143 3)	(2.654 =
F)		(2.006)	(F)	
		(0.05)	(	F)
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	(25)		:	-
		(	139 3)	(2.194 =
F)		(2.006)	(F)	
		(0.05)	(	F)
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# **THE INFLUENCE OF MARKET ORIENTATION OF TOURISM COMPANIES IN JORDAN ON ITS MARKETING PERFORMANCE**

**By**

**Humam Samir Yacoub Malky**

**Supervisor**

**Dr. Hani El- Demour, Prof.**

## **ABSTRACT**

The study aims at investigating The Influence of Market Orientation adopted by tourism companies in Jordan on their Marketing Performance. To achieve this, a field study has been designed using a questionnaire to collect data. The questionnaire was distributed over a sample amounting (152) of travel agents In Amman, A (148) questionnaires were collected; therefore the response percentage was 94.4%.

The study has reached the following findings:

- Market orientation level has an effect on marketing performance as a whole, and also has an effect on market performance dimensions individually in terms of market share, and the number of incoming or departing tourist groups, while it has no effect on return on investment.
- Customer orientation level has an effect on marketing performance as a whole, and also has an effect on market performance dimensions individually in terms number of incoming or departing tourist groups, while it has no effect on return on investment and market share.
- Marketing information availability level has an effect on marketing performance as a whole, and also has an effect on market performance

dimensions individually in terms of Return on Investment and market share, while it has no effect in terms of the number of incoming or departing tourist groups.

- Generation and Communication of marketing information level has no effect on marketing performance as a whole and also has no effect on market performance dimensions individually in terms of Return on Investment and number of incoming tourist groups while it has an effect in terms of market share and departing tourist groups.

- Marketing Operational Efficiency level has an effect on marketing performance as a whole, and also has an effect on market performance dimensions individually in terms of market share and number of departing tourist groups while it has no effect in terms of return on investment and incoming tourist groups.

- Competition orientation level has no effect on marketing performance as a whole, and also has no effect on market performance dimensions individually in terms of return on investment, market share and number of departing tourist groups, while it has an effect in terms of and incoming tourist groups.

- Adaptation with marketing environment has an effect on marketing performance as a whole, and also has an effect on market performance dimensions individually in terms of departing tourist groups and incoming tourist groups, while it has no effect on return on investment and market share.

- There is no difference in achieving Return on Investment, incoming tourist groups, or departing number of tourist groups due to office size, while there is a difference in market share due to office size.

- There is no difference in achieving Return on Investment, market share, or departing number of tourist groups due to office establishment date,

while there is a difference in incoming number of tourist groups due to office establishment date.

-There is no effect of the gender of the office manager on achieving Return on Investment, market share, and incoming or departing number of tourist groups.

- There is a difference in achieving return on Investment and market share due to the age of the office manager, while there is no difference on incoming or departing number of tourist groups due to the age of the office manager.

- There is a difference in achieving Return on Investment, market share, and incoming or departing number of tourist groups due to marketing manager education level.

- There is a difference in achieving Return on Investment, and incoming or departing number of tourist groups due to marketing manager years of experience, while there is no difference on market share due to marketing manager years of experience.

The study recommended the following:

- Travel agents should set basics to follow while implementing market orientation, which this will achieve a competitive advantage in terms of raising its market share, and this through adopting the customer first strategy to meet the tourist interests and needs .

-Travel agents should make their employees aware of market orientation and its impact on the office and should train them in order to assure their compliance with the right basis of such orientation.

- Travel agents should encourage all employees to collect data about the market by following the right methods, to classify these data and to provide it to all employees for the purpose of decision making.