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Market Orientation Impact on Organisational Performance of Non-Profit Organisation (NPOs) Among Developing Countries

Tawfeeq Mohammed Alanazi^{1*}

¹*Department of Marketing, University of Tabuk, Tabuk, Saudi Arabia.*

Author's contribution

The sole author designed, analyzed, interpreted and prepared the manuscript.

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ABSTRACT

This research aims to examine the impact of market orientation, which is theoretically determined to involve intelligence generation, intelligence dissemination and responsiveness as independent variables on organisational performance among non-profit organisations from the prospective of growth in client satisfaction, growth in peer reputation and growth in resources as dependent variables. Market orientation impact on organisation's performance among NPOs in developing countries has not been investigated. In addition, many of NPO activities in developing countries focus on donor side to increase their resources. The research is a descriptive research based on several assumptions. A tested and well-designed questionnaire distributed among NPO executives in Saudi Arabia. Out of 650 NPOs—the total population of this research—132 completed questionnaires were entitled to analysis. Hypotheses were tested through applying multiple linear regression analysis in three different models of regressions. The results of the analysis show a significant and positive relationship between responsiveness as a dimension of market orientation and the three indicators of organisation performance. Specifically, responsiveness has a high impact on growth in an organisation's resources. Other dimensions of market orientation—intelligence generation and intelligence dissemination—have no significance relationships with organisation's

*Corresponding author: E-mail: tawfeeqmq@hotmail.com;

performance indicators among NPOs. NPOs in developing countries are facing problems in how to increase their resources or even satisfy their customers. Those customers can be their beneficiaries or donors. However, both customers have limited contributions and NPOs should adopt new methods to enlarge their organisation and resources as well.

Keywords: Non-profit organisation; market orientation; organisation performance.

1. INTRODUCTION

Being as market-oriented has less attention among non-profit organisations (NPOs) in developing countries. Although, these kinds of organisation focus on satisfying beneficiaries' needs, they struggle to fund their proposed activities. A common and simple way of financing their activities is to get donors to sympathise, participate and donate. Nevertheless, NPOs in developing countries experience a lack of continuous donation and governmental financial support. Therefore, they must think deeply to diversify their financial support base by developing sustainable sources of funds. Conducting a business, investing in various possible business activities and getting involved in numerous marketing activities would increase an organisation's financial capability. However, none of these business activities can be achieved unless the market orientation is being intensely adopted by leaders of NPOs to improve the organisation's performance. Thus, there is a gap in the literature describes the impact of market orientation on NPOs' performance in developing countries. The importance of market orientation has been illustrated fairly in many previous studies and is definitely applied to non-profit organisations. [1] say that organisations should focus to determine customers' needs and satisfying these needs will lead to a successful performance much better than going into a direct competition with rivals. Principally, marketing orientation had become the most valuable feature which helps organisations and individuals to understand the nature of activities that lead to a successful business [2,3]. On the other hand, the most apparent financial resources for non-profit organisations (NPO) are direct donations and organisations' business activities [4]. However, donations are not always constant and donor's loyalty is not steady, which might affect organisation's financial and activities plans.

Internal attributes of NPO have a vital and direct impact on strategic planning among organisations and its environmental analyses, which are extremely influential at this stage [5].

Though, adoption of market orientation by NPO increases the chances of successful business activities [3,6]. Others like [7] linked outstanding performance to proper adoption and implementation of marketing activities among NPOs. The study proves that NPO's good performance is associated with four principles: top management satisfaction, staff and volunteer satisfaction, donor and beneficiary satisfaction and consistent improvement in providing products and services [7]. Moreover, the more market orientation is expanded among NPOs, the more staff performances are increased, which in turn increase the organisation's financial resources [8]. Obviously, NPOs are less able to transfer and absorb marketing knowledge for many reasons, including the absence of efficient marketers, incapability to evaluate marketing knowledge, incapability to adopt sufficient model for marketing knowledge and failure to specify a time for marketing knowledge transfer [9]. [10] agree that NPOs' donors and beneficiaries' level of satisfaction is extremely varied and the reason is NPOs' inability to understand and determine donors and beneficiaries' needs. [11] study reveals that some NPOs ignore other benefits while believing that adopting market origination is important to attract new donors only.

The concept of marketing is derived through three basic elements: customer focus, coordinated marketing and profitability [12]. On the other hand, market intelligence concept consists of designating and predicting existing and future customers' needs that might have an impact on company's performance [3]. Therefore, market orientation is a practical concept that involves group work inside a company to determine customers' current and future needs and how these needs might affect the company's profitability, spread this knowledge and information all over the company and then design several activities to meet customers' needs [3]. To that extent, long-term relationship with customers creates knowledge that leads to understanding customers' needs and is transferred to creating value for them [13]. Additionally, market orientation concept consists of "three behavioural components: customers'

orientation, competitors' orientation and inter-functional coordination and two decision criteria: long-term focus and profitability" [2; p.21]. They also suggest that business profitability, in the long run, is related to appropriate implementation of functional market orientation [2]. According to [14; p.467] market orientation is "the organisation-wide generation of market intelligence pertaining to current and future needs of customers, dissemination of intelligence horizontally and vertically within the organisation and organisation-wide action or responsiveness to market intelligence". The three themes of market orientation—intelligence generation, intelligence dissemination and responsiveness—are linked sequentially to maintain and create value for being market-oriented. Intelligence generation focuses on determination and assessment of customers' needs and preferences while intelligence dissemination concentrates on exchange information of customers' needs and preferences all over the organisation and, finally, responsiveness comes to the end of sequence when the whole department of the organisation takes actions to meet these needs and preferences [14].

On another hand, the process of measuring organisation performance is vital when it comes to final outcomes. Some well-known authors in strategic marketing and strategic management suggest beginning with the determination of the organisation's main goals and objectives to visualising future plans [15,16,17]. NPOs fund their activities through two ways: commercial, whereby the company charges fees for direct services or creates new business entities [4] and the collection of donations. There are three functions that can maintain NPO survival: appropriate marketing activities, market positioning and active donations strategy, and these functions are more efficient than maintaining the internal operation of the company [8]. [18] mention that some of the available literature on management agree on the importance of marketing orientation to improve NPO performance and financial resources; however, there is no evidence to prove this statement. In addition, concerning NPOs' characteristics, there are several factors that influence organisations' activities, and these factors are related to organisations' requirements to finance its operations which always keep it under pressure from inside and outside of the market [19]. NPOs have been facing high demand for services in developing societies and decrease in governmental support [20]. Finally,

NPOs need to consider donor expectations as well as how to satisfy direct beneficiaries to raise the necessary funds for primary activities [18]. Therefore, this research aims to determine the extent of market ordination impact on the performance of NPOs in Saudi Arabia as a developing country and outline major lacks of being market-oriented.

2. LITERATURE REVIEW

2.1 Non-Profit Organisation (NPOS)

A non-profit organisation is a regulated body that aims "to perform public tasks that have been delegated to them by the state; to perform public tasks for which there is a demand that neither the state nor for-profit organisations are willing to fulfil or to influence the direction of policy in the state, the for-profit sector or other non-profit organisations" [21; p.3]. To that extent, NPOs are functional and operational organisations that have a certain responsibility within local or international societies. Thus, NPOs can be identified by their establishing purpose and can be recognised from the organisation's mission [22]. That mission derives from the local authority or government which specifies or circumscribes the organisation activities. Decades ago, [23] differentiate between two types of NPOs by their activities of engagement. The first type is instrumental company which focuses on activities that have an impact on individual beneficiaries, and the second type is expressive company which focuses on activities that demonstrate company's identity and ignore external effects. Both types have certain obligations and activities to do, but some of them sustain themselves and continue in service while others close down. However, NPOs could be influenced by managerial characteristics and totally be transformed according to individual executive perceptions. Therefore, managerial perception might be inflected by cognitive capacity, selective perception, self-deception, optimisation of options, limited memory and overconfidence [24], which sometimes limit an organisation's impact, being out of its establishing objectives. Furthermore, a framework suggested by [19] shows different types of NPOs based on two axes, which are employees' level of relationships that varies between full volunteers and full professionals and source of funding that varies between completely donative bases and applying fees for services. Thus, people can join NPOs freely, but sometimes these volunteers need to cover the expenses they pay while doing

voluntary tasks. In this case, occupied jobs are still considered as voluntary. On the other hand, [25; p.5] demonstrate the real practice of NPOs whose "missions involve influencing donors to give, volunteers to come forward, clients to seek help, staff to be client-friendly and so on. Therefore, marketing and the marketing mind-set are critical to their success as well". NPOs receive financial supports mainly through direct charges for their products or services and donations and government supports [8]. Therefore, NPOs should target donors as part of their management activities and as a resource of fund [26], especially when government support is decreasing over time. Furthermore, developed IT can help NPOs to increase their financial sources using emails, web pages and other computer programmes to contact stakeholders internally and externally [27].

2.2 Market Orientation in Non-Profit Organisation

Both concepts, market orientation and marketing, consist of almost similar reflections. For example [28; p.55] provides a definition for marketing concept as "a corporate state of mind that insists on the integration and coordination of all the marketing functions which, in turn, are melded with all other corporate functions, for the basic purpose of producing maximum long-range corporate profits". Also [1; p.6] define marketing as "a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others". On the other hand [14; p.467] define market orientation as "the organisation-wide generation of market intelligence pertaining to current and future needs of customers, dissemination of intelligence horizontally and vertically within the organisation, and organisation-wide action or responsiveness to market intelligence". There is such an agreement that market orientation has three main stands, which are customer focus, coordinated marketing and profitability [3]. In addition, [2] suggest that long-term and profitability should be involved in market orientation's critical decisions. Previously, [14] concluded that market orientation is a case which involves the participation of deferent departments in intelligence generation, sharing and disseminating new ideas and getting all departments together to prepare and plan for market programmes based on generated ideas. Obviously, market orientation practice leads to a successful organisation and a firm able to create

value for its stakeholders in long run [29]. Despite the contribution of marketing to commercial organisations, it always depends on social entrepreneurs in NPOs. [30; p.17] summarised the roles of social entrepreneurs in NPOs as to be "innovative, opportunity oriented, resourceful, value creating change agents and an entrepreneur with a social mission in mind". Thus, social entrepreneurs have attributes similar to commercial attributes but different focus.

2.2.1 Intelligence generation

Essentially, intelligence generation involves activities that determine customers' needs, preferences and motivations, which can make a change in these needs [14]. Many authors describe intelligence generation as an organisation's success in collecting and processing relevant information about its beneficiaries, donors and the entire marketplace. Information, which is collected and proceeded, can be transformed to products and services to meet stakeholders' satisfactions [31]. Continually, authors like [32] consider intelligence generation as part of market intelligence which involves the determination of existing beneficiaries and future needs, governmental regulation impacts and the entire impact of the local environment. Although intelligence generation is a practical function and is significant, still the methods of collecting data are important. There are many ways of gathering data and information but few can be trustworthy. Surveys, databases and interviews can be used to collect data. However, choosing a specific method usually depends on the purpose and objectives of data collection. Also, data analysis and interpretation play significant roles in generating efficient and reliable information [33]. As suggested by [34], market orientation involves several factors that can contribute to the business and being a market-oriented organisation is not enough to increase profit or market share unless this organisation takes market risks. Therefore, managers play significant roles in enforcing certain methods that encourage all employees to feed the organisation with information, including information about any change in the market. A study that investigates the relationships between internal customer orientation and market orientation shows that, whenever there is a well-designed training for all employees, there will be a great level of attention to the market and being market-oriented and being customer-oriented as well [35].

2.2.2 Intelligence dissemination

Intelligence dissemination means the level of spreading market information amongst all organisation's staff [14]. Mainly, marketers need market information to work on a company's strategic marketing plan. However, sharing information should be vertical and horizontal within the entire organisation, and even other departments should be aware of this information [36]. Therefore, one of the most important factors for successful coordination and collaboration is to find an effective way to share information and knowledge [37]. As long as the intelligence germination processes vary, intelligence dissemination processes also vary. Information can be shared through meetings, well-designed database software or official reports [38]. However, the process of disseminating information within the organisation can be disrupted at any stage where the mission of top managers is to overcome disturbance of communication and sharing information fairly.

2.2.3 Responsiveness

Responsiveness is the main part of an action that refers to implementing plans and new ideas [14]. In other words, garnering intelligence and disseminating them must be followed by actions to achieve beneficiary and donor satisfaction [39], and these actions should create values for both beneficiaries and donors based on collected and processed information. Moreover, responsiveness is a set of marketing activities such as design-specific products or services based on generated information, offering them to targeted people and getting feedback for further development [40]. Truly, both profitable and non-profitable organisations are competing for the same resources and NPOs should determine and understand the marketplace. Therefore, [41] suggest that NPOs' executives be transformed to be market-oriented to secure their organisation's resources. However, senior managers also should be involved and be sensitive to changes in the market and quickly make a decision to response [34]. In any way, the three dimensions have to be carefully connected to get the maximum benefit out of this orientation. The actual process of market orientation—collecting and processing information, spreading and ensuring the way of extending information and reacting accordingly—is nearly the same process of customer orientation [42].

2.3 Organisation Performance in NPOs

[7] demonstrate that superior performance in NPOs is associated with top management, staff and volunteer satisfaction, donor and beneficiary satisfaction and the consistent development of provided products and services. Somehow, measuring NPO performance should be done on the basis of service provided to their beneficiaries and activities that attract support [43]. Fundamentally, NPOs must consider the value of both beneficiaries and donors as they develop their existing market or approach new markets [44]. Strategic planning as a process is associated with several considerable issues which affect the planning processes. These issues are mentioned in [17; p.3] definition of strategy as "the direction and scope of an organisation over the long term, which achieves an advantage in a changing environment through its configuration of resources and competence with the aim of fulfilling stakeholders expectations". Continually, [45] describe strategy as having five main components—construct strategy, specific strategy elements, strategy enforcement, follow-up and maintenance of implementation process and administrative governance. However, [5] signify ten strategic planning elements in NPOs which all refer to processes of planning and implementation. From another point of view, an organisation's performance can be measured through the process of strategic planning. As suggested in many corporate strategy and strategic management textbooks, the main elements of strategic planning are corporate goal and objective determination, current situation analysis, alternative designation, plan implementation and continuous evaluation [15,16,17].

[10] urge that NPOs' donors and beneficiaries' level of satisfaction varies extremely and the reason is NPOs' inability to understand and determine donors and beneficiaries' needs. An organisation's brand is usually linked to product or service quality and price which reflects customer preferences [46]. These preferences include the customer's mental perceptions and are connected to certain brands. The brand itself is a symbol that is associated with brand loyalty, brand's perceived quality and brand awareness which are combined to create brand equity [47]. Authors like [48] urged that brand has an important association with an organisation's image and customer satisfaction. In general, NPOs face difficulties in creating a particular

brand that reflects core products or service plus social responsibility as a non-profit organisation which means NPOs need to create and develop a brand equity of their own, combining the two elements of their obligations. [49] examines brand components' impact on constructing brand equity and the findings show that brand personality, brand image and brand awareness have a multidimensional effect on brand equity. However, NPO collaboration with commercial organisations may benefit both sides in terms of brand equity.

Client satisfaction as a result of well performance of entire organisation' performance which commonly leads to growth in number of customers. Even in commercial organisation or nonprofit organisation, client satisfaction reflect organisation care and changes to fulfil customer needs [50]. As an important factor, studying client satisfaction provide information that can raise organisation chance to sustain long [51]. Many commercial organisations keep customers at their operation centre. It is not enough to perform well, but customers should be satisfied with product or services that provided [52]. On the other hand, increasing of organisation resources comes a vital due to government funds reduction to nonprofit organisation. It is not one of main nonprofit organisation' goals. However, there is no well operation process and good performance without fund. Thus, nonprofit organisations need to secure at least operation and labour cost [11].

Somehow, commercial firms prefer to communicate their own brand, which is associated with NPOs' brand to promote companies' social responsibility and to be more memorable [53]. Growth in the resources of NPOs may differ more than in those of commercial organisations. NPOs' chief executives' perceptions play significant roles that could drive an organisation's financial performance and financial sources as well [24]. A long-term relationship with customers creates knowledge that leads to understanding customers' needs, which are transferred to creating value for them [13]. Therefore, outsourcing might leverage NPOs' strategic planning in long run [54].

2.4 Market Orientation and Organisation's Performance

As a practice, market orientation might have an impact on an organisation's general

performance. However, like any other strategy, the decision of being market-oriented should consider the requirements adhered to, which defiantly consist of financial obligations, and if the organisation wants to reform their organisation to be market-oriented, they should figure out the benefits and costs of reforming [3]. Continually, there is a direct positive relationship between an organisation's performance and adoption of market orientation [55]. More or less, [2] concluded that market orientation involves and interacts effectively with any market environment. On the other hand, [8] conclude that marketing activities, competitive positioning and strategy of fundraising can help judge whether an NPO is efficient or not. Similarly, [56] prove that a successful implementation of market orientation leads to better performance of the organisation. [32] confirm that NPOs with a high level of resource-dependence are willing to practice market orientation more than other NPOs towards donors attractions. NPOs need to activate stakeholders' relationships more than commercial organisations to keep them involved in their marketing strategy [57]. Although the relationship between market orientation and an organisation's performance is addressed in many previous studies, the results of these studies were sometimes controversial. Among the following paragraphs, a brief of each study that considers the relationship between market orientation and an organisation's performance will be presented. What is really worrisome is that NPOs might consider marketing or market orientation as only dealing with media and promoting social activities. A research that interviewed a number of managers and leaders at NPOs in the Czech Republic—as a civilised society in Europe—shows a limited understanding of how marketing and market orientation can be reflected upon an organisation's performance [58].

Initially, [3] propositions create different methods to measure market orientation, which are linked to an organisation' performance from varied areas, including the organisation's strategies, staff configuration, customer's attitudes and behaviours and the most important, which is market supply and demand effects. [2] also prove significantly that a non-commodity business has more ability to achieve profitable growth through being market-oriented. Later on, [14] sum up new measurement tools to measure market orientation but from a different perspective which is customer focus and satisfaction. Among NPOs, [8] conclude that, to ensure long-term

good performance, organisations should focus on marketing strategy and organisation's position. Relevantly, NPOs with a high level of market orientation principally and functionally are willing to perform positively [18]. Specifically, [56] prove imperially that intelligence germination, intelligence dissemination and responsiveness—the three components of market orientation—have an impact on an organisation' performance of NPOs in general.

- H1a:** Intelligence generation in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in client satisfaction.
- H1b:** Intelligence generation in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in peer reputation.
- H1c:** Intelligence generation in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in resources.

As mentioned above, the relationships between market orientation and organisation's performance are determined at various fields within the organisation. One of those fields is customer relationship management (CRM). Whether profit or non-profit secrets, both need to manage good relations with their customers through reliable CRM programmes that include the process of understanding customer needs and appropriate methods to satisfy these needs [59]. NPO managers should act immediately to develop adequate programmes that secure good relationships with beneficiaries and donors. When market orientation is activated at NPOs, surely it has an impact on internal departments. [11] empirically prove the impact of market orientation adaptation and activation on performance of NPOs in various sub-sectors. However, the impact is highly manifested in some dimensions and limited in others, especially among those NPOs using newly developed technologies in collaboration with commercial organisations [60,61]. In another point of view, [62] show that market orientation is embedded among organisations with a large number of employees. Moreover, [35] prove that market orientation supports internal customer orientation and has an influence on the process of delivering great value to customers.

- H2a:** Intelligence dissemination in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in client satisfaction.
- H2b:** Intelligence dissemination in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in peer reputation.
- H2c:** Intelligence dissemination in NPOs has a positive and significant impact on organisation's performance from the prospective of its growth in resources.

Based on [63] research, NPO managers should consider the growth of funds through marketing strategy according to a stakeholders theory that can be changed over time. On the other hand, the most apparent financial resources for non-profit organisations (NPO) are direct donations and organisations' business activities [4]. However, donations are not always constant and donors' loyalty is not steady which might affect an organisation's financial and activity plans. Although, the more market orientation is expanded among all over NPO, the more staff's performances are increased which increases organisations' financial resources [8].

- H3a:** Responsiveness in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in client satisfaction.
- H3b:** Responsiveness in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in peer reputation.
- H3c:** Responsiveness in NPOs has a positive and significant impact on an organisation's performance from the prospective of its growth in resources.

In order to simplify theoretical understanding, the author developed a conceptual model that is illustrated in Fig. 1.

3. RESEARCH METHODOLOGY

Basically, the main methodology of this research is descriptive. [64; p.116] says that "a good descriptive study presuppose much prior knowledge about the phenomenon studies. It rests in one or more specific hypotheses". Meanwhile, using a survey is a well-known technique to describe certain phenomena as

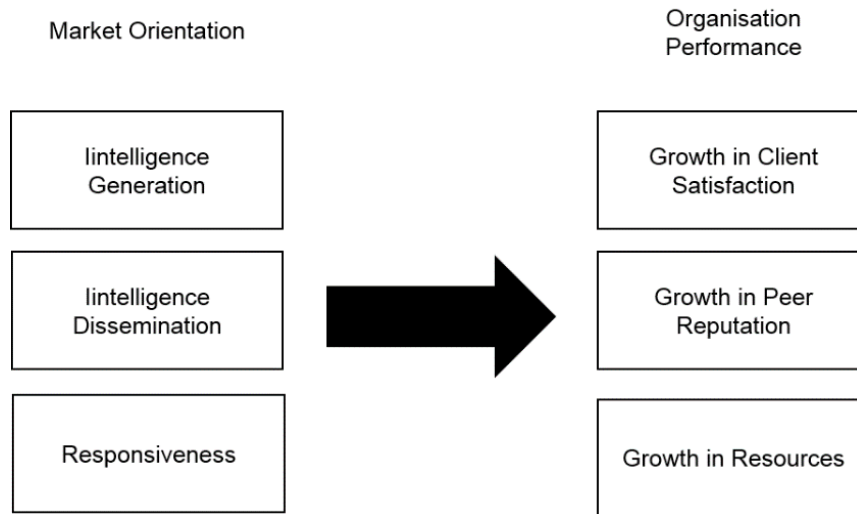


Fig. 1. Research conceptual model

long as there are several important factors involved. According to [65; p.74), correlation research—as a type of descriptive research methodology—is a research “that is undertaken to know about the existence and nature of the association or relationship between two variables or two sets of data related to a particular research study”.

3.1 Population and Sample

The population of this research has been assigned to Saudi Arabian NPOs. A list of 650 registered NPOs is obtained from [66] as listed and published on the ministry’s website. As Saudi Arabia has 13 different provinces, the 650 NPOs are located in various places. In addition, the list has also been divided into 15 categories based on their activities and specialisations. Table 1 shows the number of NPOs in each province. The number of NPOs in each province varies. The first large number of NPOs are located in Makkah province which has the holy city of Makkah as well as Jeddah City, the commercial area. The second largest number of NPOs is located in Riyadh province where the capital of Saudi Arabia is located and their main business is centralised and focused. The rest of the provinces have a nearly similar number of NPOs except for the border provinces. As mentioned above, the list of Saudi Arabian NPOs includes emails and contacts of each registered NPO. Due to a small population, the sample size was defined to include all registered NPOs in Saudi Arabia. The main method to contact them

is to send a survey link along with an explanatory introduction and purpose of the research. Total number of NPOs with an email address was 496 organisations. Two hundred and thirty-eight respondents were received. However, 132 completed questionnaires were eligible for analysis with a response rate of 55% of all received questionnaires. There are no specific criteria for choosing NPOs within the sample due to the small number of the total population.

3.2 Measurements and Variables

Marketing orientation consists of three dimensions. These dimensions are presented and defined by [3]. The proportions they have made were constructed later by [14] which are concluded to intelligence generation, intelligence dissemination and responsiveness. However, the contribution of the latter construct can be used for both commercial and non-commercial organisations. Therefore, [18] developed significant and reliable items to measure the three dimensions of market orientation specifically for NPOs. Intelligence generation dimension is measured thirteen items, intelligence dissemination demotion is measured eight items and responsiveness dimension is measured through ten items. In order to estimate the leave of agreement, all items are subjected to the seven-point Likert scale which starts from 1 (totally disagree), representing the lowest degree of engagement, to 7 (totally agree), representing the highest degree of engagement and fulfilment. Furthermore, there is no agreement in literature

Table 1. Population and sample size

Province name	№ of NPOs	№ of questionnaire
Riyadh Province	120	31
Makkah Province	127	11
Madinah Province	49	27
Al-Qasim Province	61	10
Eastern Province	68	14
Aseer Province	67	4
Tabuk Province	24	2
Hael Province	48	11
Northern Borders Province	13	2
Jazan Province	28	2
Najran Province	11	9
Al-Baaha Province	22	5
Al-Jowf Province	12	4
Total	650	132

designating NPO performance dimensions which makes them sufficient for measurement. Meanwhile, measuring an organisation's performance requires a comparison of cases. Otherwise, the measurement will have no impact or significant results. Thus, [51] proposes three dimensions which are client satisfaction, organisation's peer reputation and organisation's resources. These dimensions were structured in tested instruments by [11]. This instruments and items were adopted and used in this research. Growth in client satisfaction is measured through five items, growth in organisation's performance is measured by four items and growth in organisation's resources are measured through four items. Level of growth is measured by using a scale of five starts from declined significantly to increased significantly, and each question should be answered comparably to past five years performance. This research is applied in the Saudi context, and the instrument was translated into Arabic and became one structured questionnaire. According to [65], the instrument should be reviewed by other professionals to make sure that wording, construct, language and items' relations to the whole construct are linked, presentable and free of misunderstanding. Thus, the questionnaire has been sent to five academic professionals and necessary changes were made. The only suggestion was about rewording several questions to eliminate any ambiguity which is understandable due to translation to a different language from the original language. The whole questionnaire has been pre-tested on fifteen respondents who were selected based on population and sample criteria. The process of this step took place face-to-face. There were

slight modifications also on rewording some of the questions.

4. ANALYSIS AND RESULTS

4.1 Validity and Reliability

To test the proposed hypotheses, a multiple regression was performed at different stages. There are three models which inspect the relationship between independent and dependent variables. The dependent variable was assigned to the organisation's performance factors. These factors are growth in client satisfaction (GCS), growth in peer reputation (GPR) and growth in resources (GR). Each one of them is subjected to a multiple regression test with three variables. Those predicting variables are intelligence generation (IG), intelligence dissemination (ID) and responsiveness (RE). The reason behind using a multiple linear regression is to measure each predictor's coefficient and its contribution to the model. Before proceeding with a multiple regression, overall reliability was calculated for each set of variables. According to [67], any value of alpha more than .80 is acceptable in the social sciences. The descriptive and reliability statistics of all variables are shown in Table 2. All sets of the variable are above .80 and data is accepted for further analysis. Means variances between RE and IG and ID may refer to the number of items that measure each variable. Consider that IG, ID and RE are measured with a scale ranged from 1 to 7. On the other hand, GCS, GPR and GR are measured with a scale ranged from 1 to 5.

Table 2. Descriptive and reliability statistics

Mean rank	Constructs	№ of Items	Cronbach's α	Mean	Std. Dev.	N
1	RE	10	.858	4.306	1.285	132
2	IG	13	.844	4.266	0.763	132
3	ID	8	.850	3.967	1.062	132
4	GR	4	.836	.710	0.686	132
5	GPR	4	.831	3.657	0.693	132
6	GCS	5	.825	3.643	0.641	132

4.2 Results of Regression and Hypotheses Test

A multiple linear regression was performed in three different stages and models. The result of the first model is shown in Table 3. Basically, the regression model can predict only 37% of the variance of the dependent variable, which means it can be explained by independent variables and the model. Collinearity statistics shows no serious problem as all value of VIF is below 10 and above .02. However, collinearity diagnostics shows that predictor responsiveness loading more onto intelligence generation with 76% and that applied on all coming models. The model is accepted to predict the dependent outcome with F-value = 25.47 ($p < .001$). However, the model can only show a significant relationship between growth in client satisfaction as a dependent variable and responsiveness value as an independent variable with a value of 0.596 ($p < .001$).

The result of the second model is shown in Table 4. The regression model can predict only 19% of the variance of the dependent variable, which can be explained by independent variables and the model. The model is accepted to predict the dependent outcome with F-value = 10.22 ($p < .001$). However, the model can only show a significant relationship between growth in peer reputation as a dependent variable and responsiveness value as an independent variable with a value of 0.469 ($p < .05$).

The result of the third model is shown in Table 5. The regression model can predict only 41% of the variance of the dependent variable, which can be explained by independent variables and the model. The model is accepted to predict the dependent outcome with F-value = 29.80 ($p < .001$). However, the model can only show a significant relationship between growth in resources as a dependent variable and responsiveness value as an independent variable with a value of 0.652 ($p < .001$).

Referring to the first model, responsiveness is the only variable that has a significant relationship with growth in client satisfaction. Thus, H1a and H1b are rejected and only H1c is accepted. Although the whole regression is accepted, responsiveness as one of the market orientation variables has a positive impact on an organisation's performance from the prospective of growth in client satisfaction. Based on the results, any increase in responsiveness by 1 point, there will be an increase in growth in client satisfaction by 0.19. Continually, the second model also shows a significant positive relationship between responsiveness and growth in peer reputation. That means, with an increase by 1 point of responsiveness, the model can predict an increase to growth in peer reputation with 0.13. Thus, H2a and H2b are rejected and H2c is accepted. The last model shows a significant relationship between responsiveness and growth in resources as well. This relation can predict 0.17 point increases in growth in resources if any 1 point that increases in responsiveness. So, H3a and H3b are rejected and H3c is accepted.

5. DISCUSSION

This study has several academic contributions in market orientation among NPOs. First, the study investigates market orientation's impact on an organisation's performance among NPOs within developing countries. Most of the previous studies in this field applied among well-developed countries where NPOs are well established, structured and regulated by the government. NPOs in developing countries experience huge challenges related to resources and regulations. Essentially, they are missing the part of business orientation that involves the development of an entire organisation and mainly depend on government funding. The result of this study corresponds to [34] findings that being a market originator is not enough to secure financial flows. Also, the study reveals that the contribution of market orientation varies from one context to another. Second, market orientation

dimensions contributions to an organisation's performance also vary depending on the entire organisation's ability to manage a perfect connection between the three dimensions. The process of generating ideas, disseminating these ideas and then reacting accordingly would not ensure the achievement of expected results unless these processes are penetrated deeply among all departments and employees. Thus, training and connection are important as much as market orientation dimensions when shifting process is taking place. Third, NPOs in developing countries might have a different explanation for market orientation. Their efforts are directed at raising funds and social responsibility. In different words, they act as social entrepreneurs more likely than as market-oriented.

5.1 Academic Reflection

In general, the result reveals a relationship between market orientation and an organisation's performance. Whilst, the three models of regression consists of low R^2 which means all of them have less than .50 percent of variation of the variables can be explained by liner model. The reason of this low R^2 can be referred mainly to small size of sample. Also, [68] refers low R^2 to study field where most of researches that conducting a study to predict human behaviour might result with a low R^2 because human's behaviour is harder to be predicted. However, liner model can be accepted and proceed with further interpretation of results if R^2 is significant despite the low value of R^2 [68,69]. Perhaps the size of the sample and nature of NPOs in Saudi

Table 3. Results of regression analysis between market orientation and growth in client satisfaction

	B	Std. B	β
Constant	10.265	1.276	
Intelligence Generation	-0.013	0.035	-0.041
Intelligence Dissemination	0.021	0.043	0.057
Responsiveness	0.186	0.042	0.596***
F-value	(3,128) 25.47***		
R^2	0.374		
ΔR^2	0.359		

Note: *** $p < .001$, ** $p < .01$, * $p < .05$

Table 4. Results of regression analysis between market orientation and growth in peer reputation

	B	Std. B	β
Constant	10.752	1.252	
Intelligence Generation	-0.047	0.034	-0.170
Intelligence Dissemination	0.034	0.042	0.103
Responsiveness	0.126	0.041	0.469*
F-value	(3,128) 10.22***		
R^2	0.193		
ΔR^2	0.174		

Note: *** $p < .001$, ** $p < .01$, * $p < .05$

Table 5. Results of regression analysis between market orientation and growth in resources

	B	Std. B	β
Constant	8.012	1.059	
Intelligence Generation	-0.024	0.029	-0.087
Intelligence Dissemination	0.021	0.036	0.065
Responsiveness	0.174	0.035	0.652***
F-value	(3,128) 29.80***		
R^2	0.411		
ΔR^2	0.397		

Note: *** $p < .001$, ** $p < .01$, * $p < .05$

Arabia where the concept of market orientation is entirely new to them, respondents might have confusion between market orientation as a comprehensive process and customer focus. That may be explain the low R^2 in all models.

Considering the impact of market orientation on growth in client satisfaction as a result of an organisation's performance, a significant relationship between the two variables is proved. This result supports [18] and [56]. However, the impact of market orientation is indicated through a responsiveness dimension. A previous study suggests the combination of intelligence generation, intelligence dissemination and responsiveness processes in one integrated framework to gain the maximum benefit of being market-oriented [30,41,39,32,33]. Additionally, an organisation's performance among NPOs has various aspects which are by far different from that among profitable organisations. Creating profit or avoiding loss comes as a second or third objective. [3] mentioned that there is a cost for reforming and converting to market orientation. Through the results of this research, NPOs with existing strategy and planning thoughts are unable to reform their organisation's philosophy. There is a quite clear segregation between preparation factors of the market orientation framework and final action. In other words, NPOs are more inclined to respond rather than to respond appropriately. From another point of view, voluntary jobs are common within NPOs and cannot differentiate when they have to be professional and when they have to be volunteer. As suggested by [19], NPOs should find the link between fully volunteer jobs and fully professional jobs to avoid a lack of job completion. Sometimes, volunteers are more excited and enthusiastic about the job than those with permanent positions. However, it might all result in a massive failure if leading positions are assigned to volunteers. A marketing strategy needs a long period of time as well as a measurable and effective plan, as possible and NPOs managers' characteristics should gain market orientation attributes where volunteers are keen to deliver quick outcomes. Our results show the impact of responsiveness on growth in client satisfaction, peer reputation and resources, which means NPOs are willing to boost their organisation's performance with no consideration to the relevant components of market orientation. The reason behind this result is referred to the nature of NPOs in Saudi Arabia. They can be classified within the second type of NPOs as mentioned by [23] where they focus on activities

that demonstrate company's identity. As long as we know, majority of NPOs in Saudi Arabia receive funds from the government. They have a high responding activity to secure government funds. On the other hand, responsiveness is mainly a result of intelligence generation and intelligence dissemination. [14,39] mentioned that creating ideas, collecting information and circulating have not value unless a set actions follow those steps. NPOs in Saudi Arabia might consider responsiveness as the most important part of market orientation where value of their internal or external activities can be represented in this stage.

Moreover, the other predictors of market orientation which have no significant impact on organisation's performance (intelligence generation and intelligence dissemination) which can be explained by real practice of Saudi Arabian nonprofit organisation. As mentioned above, their main objective is to serve their clients disregards if they satisfied or not. May be the two main factors of market orientation are not consistent with their mission. Most of them are managed by people with an average experience and they could not understand real practice of marketing.

5.2 Managerial Implications

Clearly, NPOs should determine their own capability of being market-oriented. Managers also must understand the shifting process and they are responsible for their preference of the importance of being market-oriented among all employees. Not only the spreading concept but also they must secure a channel of connectivity. The results of this research might not support the decision of acceleration transfer to market orientation. NPOs in developing countries need to expand permanent jobs and hire more people with full-time jobs to carry the responsibility of the long-run strategy of the organisation. As noticed from the results of this research, NPOs are not interested in creating a base of market orientation or in starting to build knowledge of market orientation before they act accordingly. Perhaps time and administrative works are the main purposes of not doing so. Also, market orientation as an action has to be in parallel with marketing activities. Most of the NPOs in developing countries do not have enough experience in marketing and they usually ask for outsource marketing in most of their campaign. There is nothing wrong in asking for outsource marketing, but it should not be continuous every

time they have a campaign. Apparently, the main cause of not being market-oriented among NPOs is management style. Respondents of this research were managers of Saudi NPOs. They are enthusiastic and keen to manage their organisation in a market-oriented manner. However, their actual management style is not reflecting their passion. Still, the dominant style is traditional management, which focuses on outcomes, disregarding beneficiaries' or customers' needs. Being market-oriented starts to change managers' mentality and style.

6. CONCLUSION

Recently, NPOs have become major factors in improving social participation all over the world. Among developing countries—particularly in Saudi Arabia where this research is carried out—NPOs are mostly dependent on governmental support. Thus, market orientation is the last issue on their list of priorities. We were trying to investigate whether market orientation has any impact on NPOs' performance. The answer is, yes, but that can be confirmed along one dimension, which is responsiveness. They believe in and recognise market orientation effectiveness in improving an organisation's activities and deliveries and in increase resources. However, fundamental methods are missing. Many authors advise NPOs to consolidate market orientation as soon as they initially began to form their organizational management pattern. This is not really applicable among NPOs in developing countries due to government support dependency, weak management experience and a lack of full-time and professional jobs. As noted from the result to this research, the desire to be market-oriented is noted. Therefore, NPOs should understand their capability, develop their management style and expand permanent jobs before they convert to market orientation style as they prefer.

7. LIMITATION AND FURTHER RESEARCH

This study, like any another study, has several limitations. The field of the research was one of the developing countries, Saudi Arabia. NPOs in this type of countries might have experienced charitable activities a long time ago. However, they still practice the traditional methods of raising funds. There are many charity organisations in Saudi Arabia, but a large

number of them are dependent on government support and have no interest to transform to be real NPOs with the aim to increase their resources through commercial activities. The system should be looked into in order to segregate the charitable organisation from real NPOs. From another perspective, comparing the results of this research with other researches that were carried out among developed countries might be unfair due to long experience and differences in cultures. Therefore, this research can be applied in future among several similar societies to provide a fair comparison. Also, all the respondents in this study were executives. As long as market orientation is an integrated system, future research can consider a sample from different levels of management among NPOs. In addition, further research can use [2] market orientation structure which has been developed alongside [3] structure. Even with the three diminutions used in this research, future research has an opportunity to investigate and enhance the market orientation structure. Effectively, there might be other moderating factors that can affect market orientation's implementation among NPOs which are not included in this research. Alternatively, market orientation and internal marketing have quite similar explanations of dimensions where further research should consider these similarities.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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