

## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 19 (Part-II) • 2017

### The Impact Provision of Training Opportunities for Sales and Marketing Personnel has on the Marketing Performance of Telecommunications Companies in Jordan

Mohammad Awwad Alzyadat<sup>1</sup>, Bandar Abutayeh<sup>1</sup>, Mohammad Abu Jalil<sup>2</sup> and Mohammad Amhamoud Mked Al-Alwan<sup>3</sup>

<sup>1</sup> Al-Balqa Applied University, E-mail: bandar\_1974@yahoo.co.uk

<sup>2</sup> Philadelphia University

<sup>3</sup> AL-Hussin Bin Talal University.

**Abstract:** The objective of this study is to identify the impact of enhanced training for marketing and sales personnel, in order to improve marketing performance for telecommunications companies in Jordan, including the major Jordanian telecommunication companies, namely Jordan Mobile Telephone Services (JMTS/Zain), Jordan Telecom Group (JTG/Orange) and Umniah. The sample consists of 400 respondents from the three companies, working either in sales or marketing, who have received training. The study concludes that there is presently no support or commitment from top management for improving the current training methods for marketing or sales personnel, diversification of training programs for business marketing and sales, adoption of modern technology for training purposes, or administrative and supervisory services provided for business marketing and sales in order to improve the marketing performance of telecommunications companies in Jordan. Therefore, this study lays emphasis on the importance of both increasing and improving training opportunities for personnel in these organizations, and recommends increased spending on sales and marketing training, in order to improve efficiency and diversify training opportunities for their employees, this since this would have a direct impact in improving current marketing performance.

**Key Words:** Training, Sales and Marketing, Marketing Performance, Telecommunications Companies, Jordan

#### 1. INTRODUCTION

Human Resource Management (HRM) and development affect the productivity of an organization in general, and influences the overall performance of all organizations (Orie *et. al.*, 2017). Training and development in business marketing and sales skills is essential. It aims to strengthen marketing capabilities,

and enables companies to keep abreast of necessary competencies, and ensures the ability to keep up with current and future challenges. Well qualified HR personnel in the fields of marketing and sales can contribute strongly to the achievement of corporate objectives; of great importance in business organizations, they represent a key element in bringing about essential changes required to improve efficiency and performance in the company's marketing, and represent a crucial element in the efficiency and effectiveness of different types of organizations, of all sizes and activities, despite differences in objectives and the nature of the work (Muhammad and Muhammad, 2017). Improvements in business marketing and sales skills for an organization's staff will increase knowledge, skills and abilities, provide them with additional knowledge of marketing and sales, develop and improve their skills, influence their attitudes, and modify their thoughts and behavior (Mebrahtu *et. al.*, 2017). Such development is required for success and excellence in marketing and sales to be achieved.

Training has a high priority for business marketing and sales; it provides specialist marketing skills, abilities and behaviors (Phyra *et. al.*, 2017). The concept of marketing and sales training refers to raising the level of marketing performance and increasing the efficiency of marketing and sales employees at all levels, in order to perform the marketing activities entrusted to them to a high standard (Gold, 2017). The process of marketing performance evaluation is one of the basic processes required to verify the achievement of marketing plans (Nguyen *et. al.*, 2014).

The evaluation process compares the actual results of marketing performance and marketing objectives which are achieved to projected results, and then provides feedback to senior management, which in turn evaluates the results and makes marketing decisions to correct the wrong tracks and distractions.

## 2. RESEARCH PROBLEM

As sales and marketing requires considerable flexibility and responsiveness to changes in technology, training of personnel in these fields plays an important role in preparing them to accommodate new trends in marketing technology and practices within their work practices, in order to enhance performance within a competitive market.

The researchers assume that examining and studying the relationship between sales and marketing training and improvements in marketing performance of the Jordanian telecommunications companies JTMS Zain, JIG Orange and Umniah is important, and that improved performance enhances their competitiveness and market share. The following questions are answered within the study:

**Question One:** What is the impact of support from senior management in regards to training for sales and marketing personnel to improve marketing performance for Jordanian telecommunications companies?

**Question Two:** What is the impact of diversifying training opportunities for sales and marketing personnel, and does diversification improve marketing performance for Jordanian telecommunications companies?

**Question Three:** What is the impact of adopting up-to-date technology within sales and marketing training, and does enhanced use of technology improve marketing performance for Jordanian telecommunications companies?

**Question Four:** What is the impact of providing administrative and supervisory services as part of the training for sales and marketing personnel, and does this improve marketing performance for Jordanian telecommunications companies?

### 3. RESEARCH OBJECTIVES

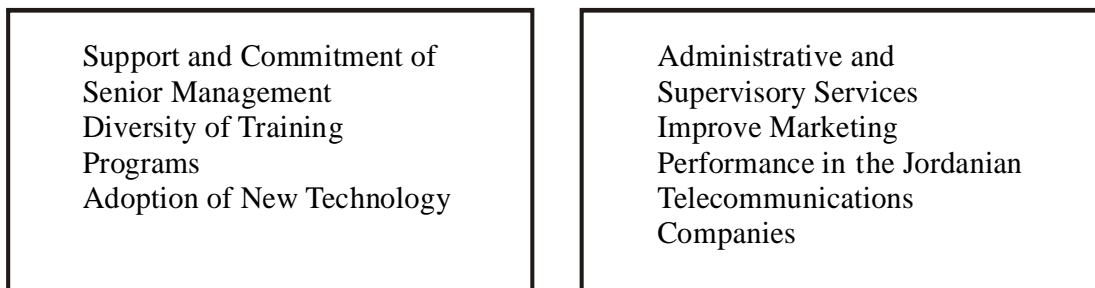
The research seeks to identify the impact of business sales and marketing training, and assess its impact on the marketing performance of Jordanian telecommunications companies.

### 4. RESEARCH IMPORTANCE

This research focuses on the impact increased training opportunities have on the effectiveness of sales and marketing personnel, and how such training affects an organization's ability to achieve its objectives, particularly in the field of telecommunications in Jordan. Training for sales and marketing is a long-term investment; however, it provides an important resource for organizations, by developing both skills and knowledge for employees, the follow on effect of which is to improve marketing performance and increased achievement of the organization's objectives.

This research contributes to enhance knowledge of the effectiveness increasing and diversifying training opportunities for sales and marketing personnel has for an organization in general, and telecommunications companies in particular, in order to implement the results and findings in a practical situation.

Results indicate that adoption of an effective and diversified training process for sales and marketing personnel is a key step in determining the future vision of management, thus contributing to an improvement in marketing performance for Jordanian telecommunications organizations, which means that training for sales and marketing personnel directly contributes to an increased market share, and thus augments company profits.



### 5. RESEARCH HYPOTHESES

**The First Hypothesis:** There is a statistically significant effect if senior management is supportive and committed to the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies.

**The Second Hypothesis:** There is a statistically significant effect if training opportunities for sales and marketing personnel are diversified, resulting in improved marketing performance for Jordanian telecommunications companies.

**The Third Hypothesis:** There is a statistically significant effect if up-to-date technology is used for training sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies.

**The Fourth Hypothesis:** There is a statistically significant effect if managerial and supervisory services are included in the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies.

## 6. RESEARCH MODEL

The diagram below illustrates the relationship between the independent and dependent variables for the research.



## 7. RESEARCH COMMUNITY

The research population was comprised of personnel from the Jordanian telecommunications companies, Jordan Telecom Group (JTG Orange), Jordan Mobile Telephone Services (JMTS Zain), and Umniah. It was decided to include all three companies which provide mobile phone services, as otherwise the research population would have been too small for a valid result.

## 8. RESEARCH SAMPLE

The sample for the analysis consisted of sales and marketing personnel from Jordanian telecommunications companies who had been provided with relevant training. This sample was selected as the unit for examination because of consistency with the research problems and hypotheses. The total number of respondents was 400.

## 9. DATA SOURCES

The authors utilized both primary and secondary information sources to conduct the research. The primary sources consisted of design and development of a questionnaire, which was used for all respondents. The Cronbach alpha coefficient for internal consistency was used to ensure reliability of research tools, measurement of the variables resulted in a coefficient of 90.68%, proving there is high internal consistency. (Note that a reliability coefficient of 70% or higher is considered “acceptable” in most social science research situations.) Secondary sources utilized were books, specialized publications and journals dealing with training and performance of sales and marketing personnel.

## 10. STATISTICAL METHODS

The researcher used the Statistical Package for Social Sciences program (SPSS) for data analysis. Mean and standard deviation, as well as simple linear regression analysis, has been used to test the hypotheses.

## **11. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES**

Alhaj (2006) study results indicate that a personal selling style, with a commitment to continuous training for sales representatives on best practice for dealing with consumers, is the backbone to establishing and maintaining good relations with distributors and consumers. Mlki and Aldmour (2009) examine the relationship between the level of market orientation and the tourism marketing performance of travel operators in Amman; the study found a relationship between the components (dimensions) of market orientation when taken collectively with the overall marketing performance. Mulla & al-Tai (2013) conclude that the adoption of a pioneering marketing strategy at the Alhoukma Company for Medicines Manufacturing and Medical Supplies, located in Mosul, has had a significant contribution to its marketing operations, and enhanced its marketing performance. Finally, the study conducted by Abu Jalil *et. al.* (2016) established that there is a statistically significant relationship between the use of up-to-date communication and marketing techniques such as email, SMS, etc., and marketing performance for banks operating in Jordan.

### **11.1. The Concept of Sales and Marketing Training**

Researchers have dealt with the concept of sales and marketing training from a variety of different aspects which reflect their personal points of view, but all agree on the whole that such training plays a significant role, both in terms of raising the capacity of sales and marketing personnel and the company's overall efficiency (Vasily *et. al.*, 2017). Training strategies for sales and marketing personnel, conducted as an ongoing process, will result in significantly enhanced knowledge and skills, thus improving performance or timeliness for specific goals. Training for sales and marketing employees is a planned activity, designed to augment skills in terms of information, marketing and experiences, and should include instruction on current and future trends, marketing performance rates, best work practice, and standards of behavior. (Ali, 2014).

Abdel Karim (2016) explains that training for sales and marketing personnel is a planned activity, designed to up skill trainees in terms of information, expertise, marketing skills, performance rates, best work practices and behaviors, together with the most up-to-date trends, thus ensuring that both individuals and groups within the organization work efficiently to maximize and maintain increases in productivity. Such training is the means by which sales and marketing skills and technical knowledge in the field of marketing are promoted within the organization, in order to increase effectiveness and efficiency of trainees. Moreover, if senior management invests in and values training for all sales and marketing personnel, investment capabilities are enhanced, and higher returns received on investments (Paraskevi and Panagiotis, 2017).

The researcher defined sales and marketing training as a continuous process that cultivates knowledge, skills, abilities and attitudes, ideas and opinions needed to perform marketing activities, or to meet the goals of marketing as currently defined within the organization, in order to increase sales and marketing employees' performance. The following variables were used as measurement instruments:

1. Senior management demonstrate support and commitment to training for sales and marketing personnel: A philosophy of business marketing and sales training is adopted for all activities and operations of the organization's marketing, designed to persuade and influence them concerning the importance of training in reaching and maintaining organizational goals.

2. Training programs are provided to sales and marketing personnel: A course of planned activities and ongoing efforts to provide sales and marketing personnel with the required knowledge and skills to improve and develop their capabilities, resulting in a positive change of behavior and attitudes towards such training.
3. The adoption of up-to-date technology within the training materials, in order to train personnel on current best practice and methods: Any technology and software they are required to use during their normal work procedures must be covered during the training process, thus ensuring that all personnel are adept for all situations which may occur during their work.
4. Administrative and supervisory services are provided for sales and marketing personnel: Any training courses which are attended by sales and marketing personnel will be supervised by a competent authority or competent staff from the organization, overseen by senior management.

## **11.2. Marketing Performance**

There are several concepts for performance in marketing. Bocker & Goodstien, (1991) define it as “a mediator between environmental change and adaptation, or the development of a mechanism through which the organization can adapt to external environment variables, in order to achieve the objectives”. Marketing performance has also been described as the extent to which an organization’s goals, including marketing objectives, are achieved, taking into account the actual indicators achieved compared with the targeted effects in the prior period (Abdul Wahid 0.2012). Aldeoh and Alnmer (2014) indicate that marketing performance is the result that has been reached by the organization, and hence ensuring continuity of activities.

Evaluation of marketing performance through the measurement of profitability and market share (taken in order financially), is a process by which the exploration or extraction of a set of qualitative and quantitative indicators of economic activity in projects that contribute to determine the significance of the financial characteristics of the operational activities of the project is achieved by way of information extracted from the financial statements and other sources, in order to use these indicators at a later stage in the catalog performance, brand assessment and decision-making process (Wheelen & Hunger, 2014).

Marketing performance measurement is one of the most important activities in the evaluation of a marketing strategy, which includes comparison criteria, specified results in advance and analysis of deviations, if any exist, in order to be able to make any necessary corrections, and taking into account the degree of contrast between the actual results of marketing with the level required to maintain or exceed current performance, ensuring compatibility with the original plan and that agreed limits are not exceeded (Dan-Cristian *et. al.*, 2017). It also examines the process of marketing performance evaluation as part of the monitoring process, and as evidence of the activities of the marketing process in the organization (Stephan and Andreas,2013). In order to achieve designated goals, performance is evaluated and indicators are extrapolated in light of the decision making process, marketing activities that have been identified in the case of deviation are tracked, and confirmation required that activities are progressing in the anticipated direction, to accomplish and achieve the desired goals (Abdul Mohsen, 2012).

A catalogue performance can be measured by the following indicators:

### **11.3. Profitability**

Reflects the ability of senior management within the three designated Jordan telecommunication companies to achieve economic added value, when all of these organizations can be described as having an excess of income over expenditure. Simon (2000) indicates that the success of an organization in reducing marketing costs whilst measuring their ability to reduce costs and achieve a profitable sales margin, represents the final test of marketing activity, reflects the vitality of such activities and their ability to achieve high levels of performance marketing, and consequently remain competitive within the sales and marketing field.

The researcher believes that profitability is measured by the difference between total revenue and total variable costs in size, and therefore considers the profitability of marketing performance measurement indicators for businesses, where profitability ratios indicate the ability of companies and their success in maintaining profits from the sales or assets available, and the proportions of the most important gross profit margin, which is (the ratio of total profit to sales), an indicator of the total available margin after covering operating and marketing expenses (Lauri *et. al.*, 2017). The indicators calculated by subtracting the cost of goods sold from total sales, and dividing the result by the total sales. It can also be expressed as dividing gross profit by net profit. This ratio illustrates the extent of the company's success in reducing marketing costs, market acceptance of the company's products, and if marketing policies are being conducted efficiently (Gloria, 2015).

### **11.4. Market Share**

This ratio is calculated by dividing the total sales or revenues of each Jordanian telecommunications services company by the industry's total sales over a given fiscal period. It is the market share of each company of the total market, thus accurately reflecting each company's abilities and competencies in terms of controlling the market, through the optimal use of available resources to increase the volume of sales, thereby decreasing the market share of competitors. An increase in sales thus demonstrates enhanced strategically development of policies and marketing compared with competitors, with a subsequent higher market share. In contrast, if the market share is reduced, a company's strategy for policy and marketing has been less successful than its competitors (Simon, 2000).

The researchers believes that the overall market must be considered, not simply an increase in the volume of sales, which may perhaps be due to a general improvement in the overall national economy, and therefore common to all companies. It is only by calculating the total market for a given period and each company's percentage of this total that an increased market share can be determined.

## **12. DATA ANALYSIS AND HYPOTHESIS TESTING**

**The First Hypothesis:** There is a statistically significant effect if senior management is supportive and committed to the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies. Table1 illustrates the means, standard deviations for the first hypothesis.

**Table 1**  
**Means and standard deviations for the First Hypothesis**

<i>Number</i>	<i>Phrase</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Rank</i>
1.	There is commitment from senior management to the philosophy of training sales and marketing personnel in all activities and operations of the company's marketing	3.74	0.812	5
2.	Senior management are convinced to adopt new ideas related to training methodology for sales and marketing personnel	3.71	0.810	6
3.	Senior management is able to persuade and influence people of the necessity and importance of business, marketing, sales and training	3.87	0.746	1
4.	Senior management seeks continuous improvement in the performance of marketing	3.84	0.751	2
5.	Senior management seeks to ensure best work practice which leads to the implementation of improved marketing	3.82	0.773	3
6.	Senior management perceives training sales and marketing personnel as apriority	3.79	0.810	4
<b>Overall Mean</b>		<b>3.79</b>		

Table 1 reveals that the mean is (3.79). The phrase “Senior management is able to persuade and influence people of the necessity and importance of business, marketing, sales and training” had the highest mean, whereas the phrase “Senior management are convinced to adopt new ideas related to training methodology for sales and marketing personnel” had the lowest mean.

Table 2 illustrates the results obtained when Simple Regression analysis is applied to test this hypothesis.

**Table 2**  
**The results from Simple Regression analysis for the effect of senior management's support and commitment to training for sales and marketing personnel**

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Diversity of training programs for sales and marketing personnel	0.87	0.021	0.82	24.98	0.000

R= 0.79R<sup>2</sup>= 0.69

Table 2 illustrates that the value of t calculated for this hypothesis is (24.98), thus greater than the value of t tabular, which is (1.645). Therefore first hypothesis is supported, as the calculated value of t is larger than t tabular, and the First Hypothesis, which states that “There is a statistically significant effect if senior management is supportive and committed to the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies” can be accepted, which is confirmed by a value of significance (Sig.) calculated at zero, and less than 5%.



**The Second Hypothesis:** There is a statistically significant effect if training opportunities for sales and marketing personnel are diversified, resulting in improved marketing performance for Jordanian telecommunications companies.

Table 3 illustrates the means and standard deviations for the Second Hypothesis.

**Table 3**  
**The means and standard deviations for the Second Hypothesis**

<i>Number</i>	<i>Phrase</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Rank</i>
7.	The company has a wide range of training materials for sales and marketing personnel, and planned activities	3.80	0.824	<b>4</b>
8.	The company provides an ongoing course of business sales and marketing training activities throughout the year	3.76	0.811	<b>6</b>
9.	The company has a wide range of training activities for sales and marketing personnel designed to provide them with specific knowledge and skills	3.92	0.717	<b>1</b>
10.	The company adopts ongoing training activities for sales and marketing personnel, to improve and develop their skills and abilities	3.85	0.825	<b>5</b>
11.	The company offers a wide range of training activities for sales and marketing personnel which aim to create positive and constructive changes in behavior	3.89	0.732	<b>2</b>
12.	The company is interested in diversifying training methods provided to sales and marketing personnel who are already employed	3.85	0.789	<b>3</b>
<b>Overall Mean</b>		<b>3.84</b>		

Table 3 reveals that the mean is (3.84), and the phrase “The company provides an ongoing course of business sales and marketing training activities throughout the year” has the highest mean, whereas the phrase “The company provides an ongoing course of business sales and marketing training activities throughout the year” has the lowest mean.

Using Simple Regression analysis, Table 4 (below) illustrates the results obtained when testing this hypothesis.

**Table 4**  
**The results from Simple Regression testing for the effect of senior management support and commitment to training sales and marketing personnel**

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Diversity of training programs for sales and marketing personnel	0.87	0.021	0.82	24.98	0.000

R= 0.77R<sup>2</sup>= 0.66

Table 4 illustrates that the value of  $t$  calculated for this hypothesis is (24.98) thus greater than the value of  $t$  tabular, which is (1.645). Therefore second hypothesis is supported, as the calculated value of  $t$  is larger than  $t$  tabular, and the Second Hypothesis “There is a statistically significant effect if training opportunities for sales and marketing personnel are diversified, resulting in improved marketing performance for Jordanian telecommunications companies” can be accepted, which is confirmed by a value of significance (Sig.) amounting to zero, and less than 5%.

**The Third Hypothesis:** There is a statistically significant effect if up-to-date technology is used for training sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies.

Table 5 illustrates the means and standard deviations for the Third Hypothesis.

**Table 5**  
**The means and standard deviations for the Third Hypothesis**

<i>Phrase</i>	<i>Phrase</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Rank</i>
13.	The company is willing to use up-to-date technology, application software and methodology for training sales and marketing personnel	3.84	0.811	<b>3</b>
14.	The up-to-date technologies and methods adopted support the delivery of training materials for sales and marketing personnel	4.01	0.712	<b>1</b>
15.	The company uses up-to-date techniques, such as use of internet and Power Point presentations, for training sales and marketing personnel	3.97	0.762	<b>2</b>
16.	The technology used in training increases the efficiency of the company’s marketing performance	3.81	0.814	<b>4</b>
<b>Overall Mean</b>		<b>3.90</b>		

Table 5 reveals that the mean is (3.90), and the phrase “The up-to-date technologies and methods adopted support the delivery of training materials for sales and marketing personnel” has the highest mean, whereas the phrase “The technology used in training increases the efficiency of the company’s marketing performance” has the lowest mean.

Using Simple Regression analysis, Table 6 illustrates the results obtained when testing this hypothesis.

**Table 6**  
**Results from Simple Regression testing for the effect of adopting up-to-date technology for training sales and marketing personnel**

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Adoption of up-to-date technology for training sales and marketing personnel	0.95	0.027	0.92	29.35	0.000

$R = 0.79$   $R^2 = 0.69$

Table 6 illustrates that the value of t calculated for this hypothesis is (29.35) thus greater than the value of t tabular, which is (1.645). Therefore the hypothesis is supported, as the calculated value of t is larger than t tabular, and the Third Hypothesis, which states that “There is a statistically significant effect if up-to-date technology is used for training sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies” can be accepted, which is confirmed by a value of significance (Sig.) amounting to zero, and less than 5%.

**The Fourth Hypothesis:** There is a statistically significant effect if managerial and supervisory services are included in the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies.

Table 7 illustrates the means and standard deviations for the Fourth Hypothesis.

**Table 7**  
**The means and standard deviations for the Fourth Hypothesis**

<i>Phrase</i>	<i>Phrase</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Rank</i>
17.	Adequate financial resources are available for a continuous process of training for sales and marketing personnel	3.88	0.781	2
18.	Training courses for sales and marketing personnel are monitored and supervised by delegated staff	3.93	0.759	1
19.	Designated rules and regulations for training sales and marketing personnel are followed by all personnel	3.83	0.856	4
20.	Highly qualified trainers are available	3.87	0.798	3
	<b>Overall Mean</b>	<b>3.87</b>		

Table 7 reveals that the mean is (3.87), and the phrase “Training courses for sales and marketing personnel are monitored and supervised by delegated staff” has the highest mean, whereas the phrase “Designated rules and regulations for training sales and marketing personnel are followed by all personnel” has the lowest mean.

Using Simple Regression analysis, Table 8 illustrates the results obtained when testing this hypothesis.

**Table 8**  
**Results from Simple Regression testing for the effect of managing and supervising training for sales and marketing personnel**

<i>Variable</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
Administrative and supervisory services are provided for training sales and marketing personnel	1.012	0.028	0.875	31.29	0.000

R= 0.81R<sup>2</sup>= 0.72

Table 8 illustrates that the value of t calculated for this hypothesis is (31.29) thus greater than the value of t tabular, which is (1.645). Therefore this hypothesis is supported, as the calculated value of t is larger than t tabular, and the Fourth Hypothesis, which states that “There is a statistically significant effect if managerial and supervisory services are included in the training of sales and marketing personnel, resulting in improved marketing performance for Jordanian telecommunications companies” can be accepted, which is confirmed by a value of significance (Sig.) amounting to zero, and less than 5%.

Table 9 illustrates the means and standard deviations of the variable “Improve Marketing Performance”.

**Table 9**  
**Means and standard deviations of the variable “Improve Marketing Performance”**

<i>Number</i>	<i>Phrase</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Rank</i>
21.	Training sales and marketing personnel helps to decrease marketing costs	3.77	.814	<b>5</b>
22.	Training sales and marketing personnel contributes to the development of additional uses for existing services	3.84	.712	<b>1</b>
23.	Training sales and marketing personnel contributes to an increased number of users for the company’s services	3.83	.765	<b>2</b>
24.	Training sales and marketing personnel contributes to an increase in sales, thus leading to increased returns on investment	3.78	.799	<b>4</b>
25.	Training sales and marketing personnel contributes to sales over a wider geographic area	3.81		
<b>Overall Mean</b>		<b>3.80</b>		

Table 9 reveals that the mean is (3.89), and the phrase “Training sales and marketing personnel contributes to the development of additional uses for existing services” has the highest mean, whereas the phrase “Training sales and marketing personnel helps to decrease marketing costs” has the lowest mean.

### 13. RESULTS

The following results can be deduced from the research:

1. Support and commitment from senior management towards training for sales and marketing personnel has a significant effect on improving marketing performance for Jordanian telecommunications companies. The research confirms that senior management has the ability to persuade and influence staff about the necessity and importance of training sales and marketing personnel, and that training provides continuous improvement both for marketing performance and work practices, which in turn lead to the implementation of enhanced marketing practice.
2. Diversity of training programs for sales and marketing personnel has a significant effect on improving the marketing performance of Jordanian telecommunications companies, The research confirms that training activities for sales and marketing personnel aimed at providing them with specific knowledge pertaining to the company and its practices will result in a positive change in behaviors for sales and marketing personnel.

3. The adoption of up-to-date technology when training sales and marketing personnel has a significant effect on improving marketing performance in Jordanian telecommunications companies. The research confirms that training which makes use of the latest technology to deliver courses for sales and marketing personnel results in an enhanced marketing performance for the company.
4. Monitoring and supervision by senior management for training provided to sales and marketing personnel has a significant effect on improving the marketing performance of Jordanian telecommunications companies. Further improvements are possible if follow-up sessions, which are supervised by a competent body or employees designated by senior management, are provided for sales and marketing personnel, together with provision of adequate financial resources necessary for a continuous training process for sales and marketing personnel.

#### 14. RECOMMENDATIONS

The researcher recommends the following:

1. The importance of increased investment for training of sales and marketing personnel in Jordanian telecommunications companies, which will result in enhanced competence, and will be reflected in improved marketing performance.
2. The need for diversified training opportunities for sales and marketing personnel in Jordanian telecommunications companies, as such diversity has a significant impact on improving marketing performance.
3. A focus on the adoption of up-to-date technologies as the basis of training programs for sales and marketing personnel in Jordanian telecommunications companies, due to the positive impact this adoption would have, not only on the training process, but also in improvements in marketing performance.
4. Attention to the provision of adequate financial and material resources required for the process of training sales and marketing personnel, and that such training must be considered one of the strategic priorities for telecommunications companies.
5. The importance of providing more attention and support from senior management to the adoption of well-defined strategies to train sales and marketing personnel, which will then enhance the overall strategy and sales of the company.

#### REFERENCES

- Abdul Karim Darwish, (2016), *The Conditions of Public Administration*, Anglo-Egyptian Library, Cairo.
- Abdul Mohsen & Mohammed Tawfiq (2012), *Performance Evaluation: New Entries for a New World*, Alexandria: Dar Alnahdah Alarabia.
- Abdul Wahid & Nusseibeh Ahmad, (2012). *Audit Catalog of the Activities of Marketing Programs and its Impact in Improving Marketing Performance: A field study on a sample of the industrial sector organizations in the province of Arbil*, unpublished Master's Thesis, Faculty of Management & Economics, University of Salahaddin, Erbil.
- Abu Jalil *et. al.*, (2016), "The Impact of Modern Technologies used in Jordanian Banks on their Performance Marketing". Research presented at *Recent Trends in the Administrative and Financial: Project Management thought (challenges and prospects)*. Ninth International Scientific Conference, 6 – 7April, 2016. Faculty of Administrative and Financial Sciences, Philadelphia University, Amman.

- Aldeoh Gee *et.al.*, (2014), “Marketing Performance Measurement between Theory and Practice Indicators”, Presented at *Visions of Future Arab Management-Shift Strategies*. Twelfth Conference of the Faculty of Management, Economics & Administrative Sciences, Jerash Private University, Jerash.
- Alhaj, Ala Omar, (2006), *The Marketing Policies and their Impact on the Marketing Performance of Companies Bottled Mineral Water intended for Human Consumption in Jordan*. Unpublished MA Thesis, University of Jordan, Amman.
- Ali, Abdul Wahab, (2014), *People Management: An analytical approach*. Ain Shams Library, Cairo.
- Ambler, Tim & Kokkinaki, Flora, (1997), “Measures of Marketing Success”, in *Journal of Marketing Management*, Vol. 13: No. 7, pp 665-678.
- Bocker, W. & Goodstein, J., (1991), “Organizational Performance & Adaptation Effect of Environment & Performance on Changes in Board Composition”, in *AMJ*, Vol. 34: No. 4, pp 805-826.
- Dan-Cristian Dabija, Cătălin Postelnicu, Vasile Dinu, Alin Mihăilă, (2017) “Stakeholders’ perception of sustainability orientation within a major Romanian University”, *International Journal of Sustainability in Higher Education*, Vol. 18 Issue: 4, pp.533-553, <https://doi.org/10.1108/IJSHE-10-2015-0169>.
- Gloria Sraha, (2015), “Public policy makers: Improving export promotion programmes and entrepreneurial development in a lower emerging economy”, *African Journal of Economic and Management Studies*, Vol. 6 Issue: 1, pp. 55-71, <https://doi.org/10.1108/AJEMS-07-2013-0060>.
- Gold, Steven (2017), “Beat the Market Simulation: A self-study business economics game” in *Developments in Business Simulation and Experiential Learning*, Vol. 44, pp 284-285.
- Lauri Huotari, Pauliina Ulkuniemi, Saila Saraniemi, Minna Mäläskä, (2015), “Analysis of content creation in social media by B2B companies”, *Journal of Business & Industrial Marketing*, Vol. 30 Issue: 6, pp.761-770, <https://doi.org/10.1108/JBIM-05-2013-0118>.
- Mebrahtu L. *et. al.*, (2017), “Moving toward New Horizons for Marketing Education: Designing a marketing training for the poor in developing and emerging markets”, *Journal of Marketing Education*, Vol. 39, No. 1, pp. 47–60.
- Mlki, Hamam & Aldmour, Hani, (2009), “Market Orientation and its Relationship to Performance Marketing at Tourism Offices Operating in Amman”, *Jordan Journal of Business Management*, Vol. 5, No. 1, pp. S69-93.
- Muhammad Habib Rana, Muhammad Shaukat Malik, (2017), “Impact of HR practices on organizational performance: moderating role of Islamic principles”, *International Journal of Islamic and Middle Eastern Finance and Management*, Vol. 10 Issue: 2.
- Mulla, Mohammed & al-Tai, Courtyard (2013), “The Possibility of Adopting Marketing Operations Resulting in Improved Marketing Performance: A field study in the company’ wise for the manufacture of medicines and medical supplies in the city of Mosul”. Presented at the *Role of Excellence and Leadership in Business organizations Scientific Conference*, Second International Conference from 21–22 May, 2013. School of Business, University of World Islamic Sciences, Amman.
- Nguyen Dinh Tho, Nguyen Dong Phong, Tran Ha Minh Quan, (2014), “Marketers’ psychological capital and performance: The mediating role of quality of work life, job effort and job attractiveness”, *Asia-Pacific Journal of Business Administration*, Vol. 6 Issue: 1, pp. 36-48, <https://doi.org/10.1108/APJBA-04-2013-0026>
- Orie Berezan, Anjala Selena Krishen, Sarah Tanford, Carola Raab, (2017), “Style before substance? Building loyalty through marketing communication congruity”, *European Journal of Marketing*, Vol. 51 Issue: 7/8, <https://doi.org/10.1108/EJM-06-2015-0314>
- Paraskevi Dekoulou, Panagiotis Trivellas, (2017), “Organizational structure, innovation performance and customer relationship value in the Greek advertising and media industry”, *Journal of Business & Industrial Marketing*, Vol. 32 Issue: 3, pp.385-397, <https://doi.org/10.1108/JBIM-07-2015-0135>
- Phyra Sok, Lan Snell, Wai Jin (Thomas) Lee, Keo Mony Sok, (2017), “Linking entrepreneurial orientation and small service firm performance through marketing resources and marketing capability: A moderated mediation model”, *Journal of Service Theory and Practice*, Vol. 27 Issue: 1, pp. 231-249.

*The Impact Provision of Training Opportunities for Sales and Marketing Personnel has on the Marketing...*

- Simons, Robert (2000), *Performance Measurement Control Systems for Implementing Strategy*. Prentice Hall, Upper Saddle River.
- Stephan M. Liozu, Andreas Hinterhuber, (2013), “The confidence factor in pricing: driving firm performance”, *Journal of Business Strategy*, Vol. 34 Issue: 4, pp.11-21, <https://doi.org/10.1108/JBS-09-2012-0043>.
- Vasily Tarakanov, Alla Kalinina, Ekaterina Kryukova, (2017), “Training programs of transnational corporations as a foundation of formation of private educational resources”, *International Journal of Educational Management*, Vol. 31 Issue: 1, pp. 38-44, <https://doi.org/10.1108/IJEM-02-2016-0043>
- Wheelen, Thomas & Hunger, David (2014), *Strategic Management and Business Policy*. Prentice Hall, Upper Saddle River.