**The Impact of Organizational Factors on Marketing Success
"Investigating the Mediating Effect of Tacit Knowledge Exchange
and Organization Sense making in Jordan Telecom Sector"**

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**اثر العوامل التنظيمية في النجاح التسويقي:
"تحري الأثر الوسيط لنقل المعرفة الضمنية والاستشعار التنظيمي
في قطاع الاتصالات الاردنية"**

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Prepared by

Ibrahim Kamal Fraij

Supervised by

Dr. Soud Al-Mahamid

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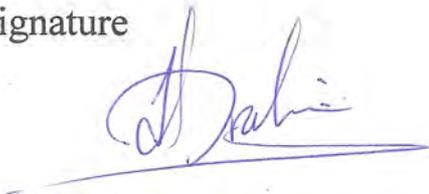
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Discussion Committee	Signature
Soud Almahamid	
Ahmad Ali Salih	
Faisal Aburub	
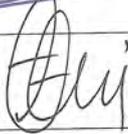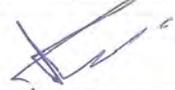
Dedication

I dedicate this work to my beloved & good caring parents.

To my beloved wife and daughter.

To my supervisor Dr.Soud Al-Mahamid.

Acknowledgement

All the credit and success is due to the Merciful Allah always and forever.

Besides that, there won't be words can describe how grateful I am to the support of my family.

In addition, I'm grateful to the great efforts of my supervisor Dr. Soud Almhamid who supported me by his knowledge and experience to deliver my thesis in good shape.

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Eng. Ibrahim Kamal Fraij

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ABSTRACT

This study aimed to examine the Mediating Effect of Tacit Knowledge Exchange and Organizational Sensemaking in the Impact of Organizational Factors on Marketing Success. Based on previous studies, we developed the research model to describe how organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support", on marketing success mediating tacit knowledge exchange between sales and marketing forces and organizational sense-making This study followed a quantitative methodology by using a questionnaire tool; the study population was Jordanian Telecom Sector. Based on data from 93 respondents from middle and high managerial level, we found that there is a significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on marketing success**.**

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إعداد
م. ابراهيم كمال فريج

بإشـراف
د. إسعود المحاميد

الملخص باللغة العربية

هدفت هذه الدراسة لفهم دور اثر العوامل التنظيمية في نجاح التسويق من خلال دراسة الأثر الوسيط لنقل المعرفة الضمنية والاستشعار التنظيمي في قطاع الاتصالات الاردنية. وبعد الاطلاع العميق على الأدبيات النظرية والدراسات السابقة, تم تطوير أنموذج البحث بطريقة توضح دور العوامل التنظيمية من خلال الدور الوسيط لنقل المعرفة الضمنية والاستشعار التنظيمي في نجاح التسويق. ولتحقيق أهداف الدراسة, اتبع الباحث منهجية البحث الكمي باستخدام أداة الاستبيان لجمع البيانات من قطاع الاتصالات الأردني. وبناءً على استجابة 93 مدير من الطبقة الإدارية الوسطى والعليا من دوائر التسويق والمبيعات, أهم ما توصلت إليه الدراسة إلى أن هناك دلالة إحصائية لكل من التوجهات الإستراتيجية التالية: العوامل التنظيمية, والاستشعار التنظيمي, والتوجة نحو زيادة جودة نقل المعرفة الظمنية في انجاح التسويق, وكان التوجه نحو زيادة الاتصال بين الدوائر الوظيفية وثقة العاملين التابعين والصراع بين الوحدات الوظيفية لم يكن له تأثير ذو دلاله إحصائية على نقل المعرفة الضمنية في انجاح التسويق.

1.1 Introduction

Knowledge is the critical organizational resource that provides a sustainable competency in a competitive and dynamic economy (e.g., Davenport & Prusak, 1998; Foss & Pedersen, 2002; Grant, 1996; Spender & Grant, 1996). The economic downturn beginning in the late 2000s has placed more than ever before, top management are looking to combine and integrate existing resources to develop distinctive business processes that provide competitive advantage (Day, 1994). To be useful, knowledge must be disseminated throughout the organization (Kohli & Jaworski, 1990). Tacit knowledge use enables firms to apply important knowledge in operational activities, which results in improved efficiency, value creation, and better financial performance (Teece, 1998; Tsai & Lin, 2007).

Sales force, because of their boundary spanning positions, are the first sources of both customer and competitor knowledge (Judson, Schoenbachler, Gordon, Ridnour, & Weilbaker, 2006; Speier & Venkatesh, 2002). They develop relationships with key customers that allow them to gather both explicit knowledge and information (e.g., knowledge of competitors' products and strategies), However, as Mellow (1989, p. 26) emphasizes, "The challenge for management is collecting all that competitive information out of the sales force's heads and back to headquarters, and then distilling it into a form that is, as they say in business, 'actionable.'" The problem stems from a lack internal social networks in which knowledge can be transferred smoothly. That underscores the importance of marketing productivity and performance assessment in securing positional advantage (Morgan, Clark, & Gooner, 2002).

Some researchers have found a gap in our understanding of strategic marketing resources and have asked for more research addressing the question of how to enable strategic actions through existing assets and capabilities (Rust et al.,2004; Vorhies, Orr, & Bush, 2010). In this research, we focus our attention on a key strategic account managers, Organizational sensemaking and tacit knowledge, which is shown to play a critical role in the firm's knowledge applications (Johnson et al., 2004) and is considered critical for the firm's success in learning about and responding to market changes (Day, 2002). Organizational sensemaking describes how an organization interprets and understands information (Weick, 1995) and involves the "retrospective processing" that helps organization learn about market through the reorganization and creation of patterns from "discrepant observations and cues" (Johnson et al., 2004, p. 22).

1.2 Research Problem

Account Managers in Jordan telecom sectop are able to embed themselves in social networks outside the firm, play a key role in developing marketplace knowledge. However, if this knowledge remains solely with the boundary spanners, it cannot be used effectively to improve firm performance, reflecting the customer needs and competitive advantage. This study investigates tacit knowledge exchange between sales and marketing with organizational sensemaking and its ability to enhance marketing success.

The current study targets telecom sector in Jordan because, Jordan has a highly developed communications infrastructure growing at a very rapid pace and continually being updated and expanded. Jordan's telecom industry remains the most competitive in the Middle East region (Wikipedia.com). Jordan mobile phone total subscribers were 9,955,792 until the end of the second quarter 2013 in penetration rate of 150% (TRC.gov.jo) surveys, Post-Paid lines were 726,830 forms more than 13% from Jordanian mobile phone market. , These numbers provide guidance to sales and marketing managers, who desire to meet and satisfy changeable customer needs to facilitate improve tacit knowledge exchange, and, in turn, ensure marketing success. The research problem can be formulated in five questions as follows:

Q1: Do organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", have impact on marketing success?

Q2: Do organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", have impact on tacit knowledge exchange?

Q3: Do organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", have impact on sensemaking?

Q4: Do the tacit knowledge exchange and sensemaking have impact on marketing success?

Q5: Does the tacit knowledge exchange between sales and marketing forces mediate the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support" on marketing success?

Q6: Does the organizational sensemaking mediate the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support" on marketing success?

1.3 Objectives of the research

Organizations should be aware of their sales and marketing communication, knowledge exchange and sensemaking within a marketing and sales complementarity approach and implementation to ensure better results and achieved goals. A view of factors that determines marketing improvements using tacit knowledge exchange and organisational sensemaking will be provided by completing this research. Therefore, objectives of this research can be stated as follows:

1- To identify the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support", on marketing success.

2- To determine the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support", on tacit knowledge exchange between sales and marketing.

3- To understand the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support", on sensemaking.

4- To identify the impact of tacit knowledge exchange and organizational sensemaking on marketing success.

5- To clarify if there is any mediating role for tacit knowledge exchange between sales and marketing forces in the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support" on marketing success.

6- To understand if there is any mediating role for organizational Sensemaking in the impact of organizational factors "interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support" on marketing success.

1.4 Significance of the research

The significance of this research stems from the importance of sales and marketing functions which play the main organizational achievement and customer satisfaction. The researcher aims to determine the importance of investing the current resources, existing customers and different characteristics of knowledge exchange to reach the company's scope and target, internal communications, tacit knowledge, sensemaking, irritating, interactivity, tonality, and channel along with the product/service for achieving the desired outputs through the perception of the customer.

1.5 Research hypotheses and research proposed model

According to the research problem and objectives which mentioned above, The following hypotheses can be formulated as follows:

The first hypothesis (H01): there is no statistical significant impact for organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on marketing success, at $\alpha \leq 0.05$.

The second hypothesis (H02): there is no statistical significant impact for organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on tacit knowledge exchange, at $\alpha \leq 0.05$.

The third hypothesis (H03): there is no statistical significant impact for organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on sensemaking, at $\alpha \leq 0.05$.

The fourth hypothesis (H04): there is no statistical significant impact for tacit knowledge exchange and sensemaking on marketing success, at $\alpha \leq 0.05$.

The fifth hypothesis (H05): There is no mediating role for tacit knowledge exchange between sales and marketing in the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support" on marketing success, at $\alpha \leq 0.05$

The sixth hypothesis (H06): There is no mediating role for organizational sensemaking in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, and top management support) on marketing success, at α≤ 0.05.

The Proposed Model:
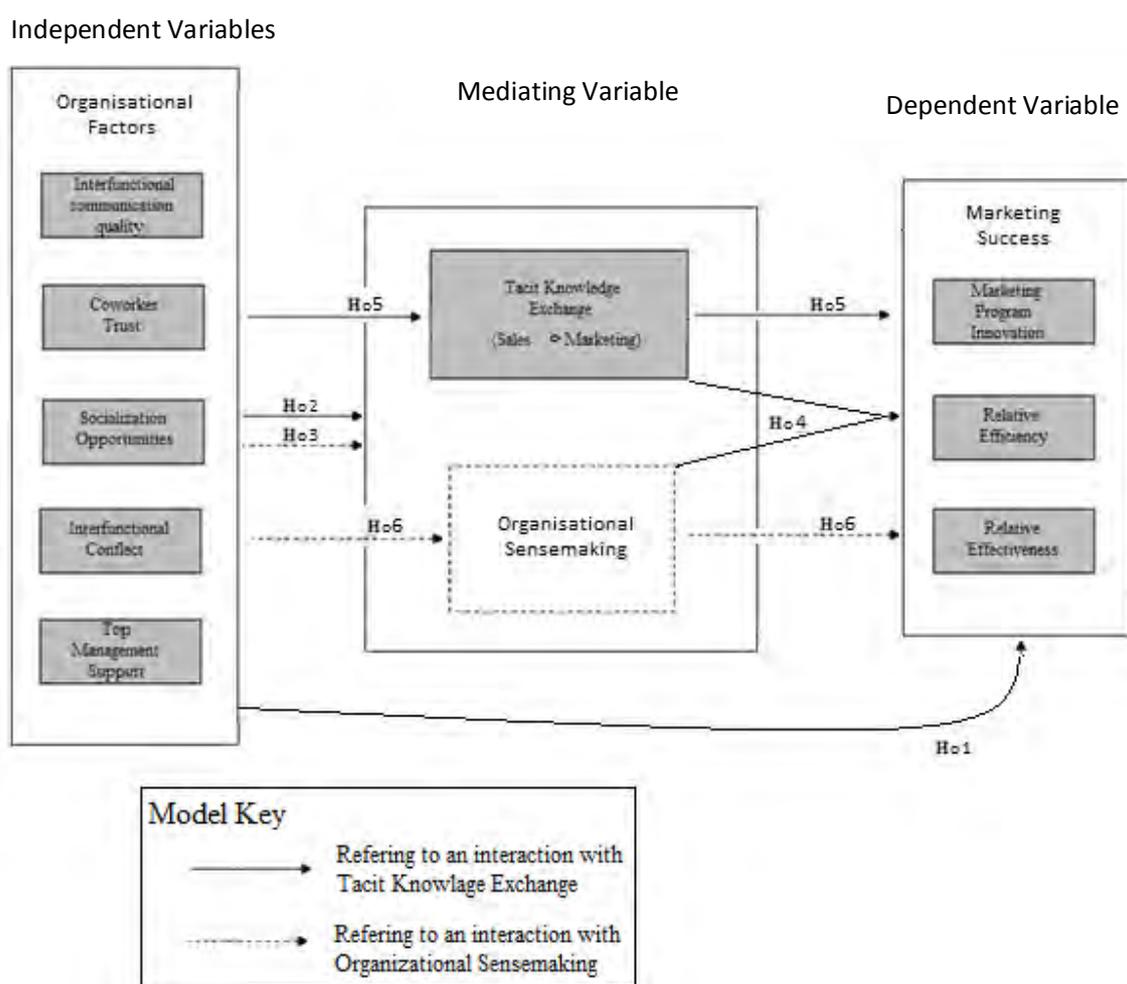
The research model developed based on the following studies: **Organizational Factors:** Arnett & Wittmann, 2014; Sividas & Dwyer, 2000; Ahmed and Rafiq (2003, p. 1183); Gundlach, Achrol, & Mentzer, 1995; Hunt, Arnett, & Madhavaram, 2006; Kim, Cable, & Kim, 2005; Chimhanzi & Morgan, 2005; Maltz & Kohli, 2000; Menon, Bharadwaj, and Howell 1996; Wittmann et al., 2009; **Tacit knowledge exchange**; Blazevic & Lievens, 2004; Cavusgil et al., 2003; Lin, 2007; Szulanski, 1996; **Organizational sensemaking**; Krush et al. 2013; p. 6; Marsh, Wen, and Hau 2004, 2006; **Marketing Success** (Hunt & Arnett, 2006; Andrews & Smith, 1996, p. 175; Haldin-Herrgard, 2000; Judson et al., 2006; Levin & Cross, 2004; Sividas & Dwyer, 2000; Ahmed and Rafiq 2003, p. 1183.

1.6 Research Limitations:

1- Location limitations: The current research will be conducted in Jordanian Telecommunication Companies.

2- Human resource limitations: The research targets all account managers working at middle and upper level in sales departments in telecommunications companies in Jordan.

3- Timeline limitations: This research expected to be accomplished through the year (2013-2014).

1.7 Research Delimitations:

1- Implementing the research results could be restricted only to Jordanian telecommunication companies.

2- The accuracy of collected data will depend on employees' response to the questionnaires.

3- Generalizing the results might be restricted to the business environments which are in common only.

4- The research tool (questionnaire) might measure the perception of the respondents but may not reflect the reality of the business environment.

5- The employees' response might reflect the psychological influence about the company at that point of time.

1.8 Research Operational Definitions:

Organizational Sensemaking: describes how an organization interprets and understands information (Weick, 1995) and involves the "retrospective processing" that helps organization learn about market through the reorganization and creation of patterns from "discrepant observations and cues" (Johnson et al., 2004, p. 22).

Tacit knowledge: is the kind of knowledge that is difficult to transfer and can be defined as Tacit knowledge is often described as expert knowledge or "know how" (Brown & Duguid, 1998). Tacit knowledge use enables firms to apply important knowledge in operational activities, which results in improved efficiency, value creation, and better financial performance (Teece, 1998; Tsai & Li, 2007). However it increase positively the amount of value delivered to customers, and the overall efficiency and effectiveness of the firm (Sheth & Sisodia, 2002), and The exchange of tacit knowledge between sales and marketing provides a catalyst for marketing

innovation. It contributes to creativity by bringing together unique perspectives, mental models, and problem solving techniques (Levin & Cross, 2004).

Sensemaking: is an organizational activity (Johnson, Sohi, & Grewal, 2004) that is essential for organizational marketlearning efforts (Day, 2002). There for it is an organizational capability (Neill, McKee & Rose 2007). That helps organization learn about market through the reorganization and creation of patterns from (Johnson et al., 2004, p. 22). While (Colombetti, 2014) define sensemaking clearly as a significant context of action and experience, the bottomless backdrop of implicit and non---representable practical meanings that at once are informed by and inform the patterns of preferred intervention, the living system's intrinsic sensitivity to relevant stimuli, and the characteristic emotional tones that globally modulate the ongoing body-environment adjustments.

Organizational factors affecting tacit knowledge exchange: is a set of factors that are embedded within organizational boundaries (Arnett & Wittmann, 2014). These factors are more likely to determine the tacit knowledge transfer between different functional areas, and might include the following:

> **Interfunctional communication quality:** Increased interfunctional communication improves organizational success by allowing goal adjustments, task coordination, and learning (Sividas & Dwyer, 2000). As Ahmed and Rafiq (2003, p. 1183) maintain, "Communication is an indispensable activity in the functioning of all processes, but it is critical in highly cross-functional ones." Learning cannot take place without communication (Lei, Slocum, & Pitts, 1999). It is a human activity that links people together and facilitates social connections (Blazevic & Lievens, 2004). To be effective, the subject being communicated must be perceived as being of high quality (i.e., accurate, adequate, and complete) (Johlke & Duhan, 2001). Communication quality enhances tacit knowledge exchange in three ways. First, it serves as a signal for the nature of the relationship.When cross-functional communication is perceived to be of high quality, each partner tends to believe that the other respects and values the relationship (Cavusgil et al., 2003). Second, quality communication encourages the formation of the social ties necessary for future tacit knowledge exchange (Lin, 2007). Third, research suggests that knowledge is more likely to be transferred, when it is perceived to be useful and reliable (Szulanski, 1996).

> **Coworker trust:** Trust is an important factor in the building of social relationships (Gundlach, Achrol, & Mentzer, 1995; Hunt, Arnett, & Madhavaram, 2006). Trust existswhen one party has confidence in another's reliability and integrity (Morgan & Hunt, 1994). It acts as a lubricant in relationships that facilitates knowledge exchange (Arrow, 1974). It is important in all types of social exchange, including interorganizational and intraorganizational relationships (Massey & Dawes, 2007). In addition, it plays a central role in knowledge sharing processes (Hall & Andriani, 2003) and influences both the extent and the efficiency of knowledge exchange (Dhanaraj,

Lyles, Steensma, & Tihanyi, 2004). As Lin (2007, p. 415) maintains, "Given that sharing tacit knowledge is a form of sharing power with others, it takes trust for individuals to share tacit knowledge with their coworkers, because trust may reduce perceived uncertainty, facilitate risk-taking behaviors, and foster a constructive orientation (Morgan & Hunt, 1994) that consequently enhances their willingness to share tacit knowledge with their coworkers.

Socialization opportunities: Socialization has been examined in a number of areas, including the socialization of new employees to an organization (e.g., Kim, Cable, & Kim, 2005), the use of socialization to improve strategic partnerships (e.g., Gupta & Govindarajan, 2000), and the use of socialization as a way to align organizational goals and values (Sparks & Hunt, 1998). In this study, socialization opportunities refer to those organizational mechanisms that build interpersonal familiarity, personal affinity, and convergence in cognitive maps among personnel from different functional areas (Gupta & Govindarajan, 2000). Socialization mechanisms range from informal gatherings, such as company picnics and holiday parties, to formal opportunities, such as multifunctional training programs and cross-functional teams (Maltz & Kohli, 2000). These situations provide opportunities for the formation of social ties (Gupta & Govindarajan, 2000; Stephen & Coote, 2007). Without these ties, tacit knowledge exchange cannot take place (Lam, 2000). As Eraut (2000, p. 122) emphasizes, "Knowledge of contexts and organizations is often acquired through a process of socialization through observation, induction and increasing participation rather than formal inquiry." When people have the opportunity to form social connections, barriers among them decrease, which encourages the sharing of tacit knowledge (Lin, 2007).

Interfunctional conflict: Although the division of organizations into functional areas (e.g., sales and marketing) supplies a platform for increased efficiency and effectiveness, it often provides an environment that fosters conflict. Conflict appears when people's perceptions are dissimilar in reference to goals, ideologies, perspectives, and/or priorities (Chimhanzi & Morgan, 2005; Maltz & Kohli, 2000). As Menon, Bharadwaj, and Howell (1996) emphasize, conflict can be dysfunctional for the organization, when it leads to unhealthy behaviors, such as the distortion and withholding of information, open hostility and distrust during interactions, and the creation of obstacles that impede decision-making processes. Organizational conflict is often felt by those involved in interactions between functional areas on an emotional level (e.g., they may have feelings of frustration, tension, and anxiousness) (Pondy, 1967). Anderson and Weitz (1992) examine conflict in distribution channels, the nature of interfunctional relationships often mirrors those of intra organizational relationships (Rodríguez, Pérez, & Gutiérrez, 2007). Interfunctional conflict is the degree to which the relationship between the functional areas is characterized by tension and negative feelings. This type of conflict weakens

relationships, which, in turn, reduces open communication and knowledge sharing (Auh & Menguc, 2006).

Top management support: The strategic initiatives of an organization are guided by top management (Wittmann et al., 2009). Top management, through its leadership and resource allocations, signals to others in the organization the importance of knowledge sharing activities (Eisenhardt & Galunic, 2000). Managers serve as change agents by promoting actions that enhance knowledge exchange. Without top management support, learning will not take place (Senge, 1990). Through its efforts, management creates internal environments favorable to knowledge exchange (Lei et al., 1999). By supporting knowledge exchange efforts, it motivates employees to practice such behaviors (Blazevic & Lievens, 2004). When management provides a clear vision emphasizing the value of knowledge sharing, knowledge exchange is increased (Nonaka, 1991).

Organizational Sensemaking: describes how an organization interprets and understands information (Weick, 1995) and involves the "retrospective processing" that helps organization learn about market through the reorganization and creation of patterns from "discrepant observations and cues" (Johnson et al., 2004, p. 22).

Marketing success: Are a function and a set of processes that enables the organization to create, communicate, and deliver value to its customers (Hunt & Arnett, 2006). By enabling organizations to deliver more valuable offerings, it constitutes an organizational resource (Hunt, 2000). Furthermore, when developed fully, it becomes a competence (Day, 1990). Organizations that develop a marketing competence are able to sustain the coordinated deployment of assets in a way that helps them achieve their goals (Sanchez, Heene, & Thomas, 1996). Marketing success then, as Hunt and Arnett (2006, p. 822) occurs when a firm's competence in marketing constitutes an organizational resource (i.e., it contributes to enabling the organization to produce efficiently and/or effectively a market offering that has value for some market segment(s))." Therefore, to increase the likelihood of marketing success, tacit knowledge exchange must influence positively the amount of value delivered to customers, and the overall efficiency and effectiveness of the firm (Sheth & Sisodia, 2002).

Marketing program innovation: One way to deliver more value to customers is to be innovative. Innovative marketing programs "deviate from conventional marketing practice in ways that are meaningful to customers" (Andrews & Smith, 1996, p. 175). The exchange of tacit knowledge between sales and marketing provides a catalyst for marketing innovation. It contributes to creativity by bringing together unique perspectives, mental models, and problemsolving techniques (Levin & Cross, 2004). By sharing tacit knowledge, salespeople provide personnel in other functional areas a deeper understanding of the operating environment and the firm's customers (Andrews & Smith, 1996). This knowledge facilitates a marketplace orientation, which encourages firm innovation (Han, Kim, & Srivastava, 1998; Slater & Narver, 1995). The development of innovative marketing programs relies on a detailed understanding of customers. As Lee, Naylor, and Chen (2011, p. 395) maintain, "With the accumulation of customer

knowledge, a more informed firm should be able to plan and carry out its marketing program to cater to unmet customer needs better than its rivals.

Relative efficiency and relative effectiveness: refers to the ability to use resources better than competitors; while relative effectiveness refers to an ability to deliver more value than competitors. Both these elements relate directly to marketing success. As Sheth and Sisodia (2002, p. 351) maintain, "The overall productivity of marketing is clearly related to both of these elements; it must develop a marketing mix appropriate to the segments it seeks to serve, and then efficiently execute the specific marketing actions necessary to achieve the desired marketing objectives."

Chapter Two

Theoretical Framework and Literature Review

2.1 Theoretical Framework

2.2 Literature Review

2.3 Significant Features of the research

2.1 Theoretical Framework

Tacit knowledge use enables firms to apply important knowledge in operational activities, which results in improved efficiency, value creation, and better financial performance (Teece, 1998; Tsai & Li, 2007) Thus, tacit knowledge can be a source of competitive advantage and, therefore, it is important to understand how tacit knowledge is transfer s(Kale, Singh, & Perlmutter, 2000). A key factor for successful tacit knowledge transfer is the development and use of social networks (Granovetter, 1985; Haldin-Herrgard, 2000). Salespeople, because of their boundary spanning positions, are prime sources of both customer and competitor knowledge (Judson, Schoenbachler, Gordon, Ridnour, & Weilbaker, 2006; Speier & Venkatesh, 2002). They develop relationships with key customers that allow them to gather both explicit (e.g., knowledge of competitors' products and strategies) and tacit knowledge (e.g., how customers' strategies interact with their own organizations' strategies). However, as Mellow (1989, p. 26) emphasizes, "The challenge for management is getting all that competitive information out of the sales force's heads and back to headquarters, and then distilling it into a form that is, as they say in the intelligence business, 'actionable.'" The problem stems from a lack of internal social networks in which knowledge can be transferred.

Sensemaking is the process through which an organization acquires, interprets, and acts on information about its environment (Weick, 1995). Thomas et al., (1993) define sensemaking as "the reciprocal interaction of information seeking, meaning ascription, and action" (p. 240). Similarly, Sackman (1991) refers to sensemaking as a set of mechanisms that define an organization's "standards and rules for perceiving, interpreting, believing, and acting that are typically used". Thus, organizational sensemaking is multidimensional based on the interplay of meaning and action (Weick et al., 2005).

Sensemaking is posited to consist of three dimensions: communicative, interpretative, and analytical. Prior research has examined these dimensions in relative isolation as organizational information processes (e.g., Huber, 1991; Kohli & Jaworski, 1990; Moorman & Slotegraaf, 1999; Sinkula, 1994), strategic orientations (e.g., Day & Nedungadi, 1994; Narver & Slater, 1990; Noble, Sinha, & Kumar, 2002), and decision making processes (e.g., Hutt, Reingen, & Ronchetto, 1988; March, 1994; Menon et al., 1999). Other studies have sought linkages among these sensemaking dimensions and firm performance (Bogner & Barr, 2000; Thomas et al., 1993) but have not examined the antecedents and consequences of sensemaking in one research model.

The sensemaking processes of an organism constitute its world as a significant context of action and experience, the bottomless backdrop of implicit and non-representable practical meanings that at once are informed by and inform the patterns of preferred intervention, the living system's intrinsic sensitivity to relevant stimuli, and the characteristic emotional tones that globally modulate the ongoing body-environment adjustments (Colombetti, 2014).

Marketing is a function and a set of processes that enables the organization to create, communicate, and deliver value to its customers (Hunt & Arnett, 2006). By enabling organizations to deliver more valuable offerings, it constitutes an organizational resource (Hunt, 2000). Furthermore, when developed fully, it becomes a competence (Day, 1990). Organizations

that develop a marketing competence are able to sustain the coordinated deployment of assets in a way that helps them achieve their goals (Sanchez, Heene, & Thomas, 1996).

Marketing success then, as Hunt and Arnett (2006, p. 822) argue occurs when a firm's competence in marketing constitutes an organizational resource (i.e., it contributes to enabling the organization to produce efficiently and/or effectively amarket offering that has value for some market segment(s))." Therefore, to increase the likelihood of marketing success, tacit knowledge exchangemust influence positively the amount of value delivered to customers, and the overall efficiency and effectiveness of the firm (Sheth & Sisodia, 2002).

2.2 Literature Review

Tan and Lim (2010) conducted a study titled **"Trust in Coworkers and Trust in Organizations".** They proposed a modified model of organizational trust that incorporates trust in 2 foci: coworkers and organizations. They found a relation between the 2 foci. The authors also found that trust in organizations mediates the relation between trust in coworkers and organizational outcomes of affective commitment and performance. These findings suggest that it would be meaningful to examine the relations between other foci of trust to better understand how different domains interact and how such exchanges eventually lead to desired organizational outcomes.

Seppälä, Lipponen, and Backman (2012) conducted a study titled **" Leader fairness and employees' trust in coworkers: The moderating role of leader group prototypicality".**They study the association between perceived supervisor fairness and trust in coworkers as a collective entity is studied. Based on identity-related theories on fairness, trust, and leader effectiveness it was hypothesized that perceived supervisor distributive, procedural, and interactional fairness are positively and more strongly related to employee trust in their coworkers if the supervisor is highly group prototypical rather than less group prototypical. An empirical study, conducted with 176 employees within 30 work groups, supported this hypothesis. Fairness of a less group prototypical supervisor was not associated with trust in coworkers, whereas especially unfairness of the group prototypical supervisor was detrimental for trust in coworkers. The study concludes that leader's prototypicality might not work as a substitute for fairness, as some recent studies have suggested, when the outcome is not directly related to the assessment of the leader. Thus, leaders should not count on the trust they earn by being group prototypical but they should also aim at fairness. Implications for collective distrust theory (Kramer, 1994, 1998) are also discussed

Arnett and Wittmann (2013) conducted a study titled **"Improving marketing success: The role of tacit knowledge exchange between sales and marketing".** They focus on investigating tacit knowledge exchange between sales and marketing and its ability to enhance marketing success (i.e., marketing program innovativeness, relative efficiency, and relative effectiveness). In addition, by examining five antecedents hypothesized to influence tacit knowledge exchange, it

provides guidance to sales and marketing managers, who desire to improve tacit knowledge exchange, and, in turn, marketing success.

Kenneth Le Meunier-FitzHugh, Graham R. Massey, Nigel F. Piercy (2011) conducted a study titled "**The impact of aligned rewards and senior manager attitudes on conflict and collaboration between sales and marketing".** They use five case studies and a survey to discover how sales and marketing managers are rewarded and if alignment of rewards can improve collaboration between sales and marketing and/or reduce inter-functional conflict. In addition, it examined the role of senior managers' support for coordination on sales/marketing collaboration. The results reveal that organizations which use aligned rewards can increase sales/marketing collaboration through such reward structures, but not reduce inter-functional conflict. In addition, senior managers' support for coordination is vital, as it increases sales/ marketing collaboration, and strongly reduces inter-functional conflict. This is important because inter-functional conflict has a strong negative impact on collaboration between sales and marketing in business to business firms.

Graham R. Massey, Philip L. Dawes (2007) conducted a study titled "**The antecedents and consequence of functional and dysfunctional conflict between Marketing Managers and Sales Managers"** they focused on the working relationship between Marketing Managers and Sales Managers, our study examines two dimensions of interpersonal conflict: dysfunctional conflict and functional conflict. Drawing on relevant theory, we include three communication variables – frequency, bidirectionality, and quality – as antecedents in our structural model. Using these explanatory variables we predict the two conflict dimensions, and in turn, use these same three communication variables, and the two conflict dimensions to predict our ultimate endogenous variable — perceived relationship effectiveness. Overall, our model has high explanatory power, and we find support for nine of the thirteen hypotheses. More specifically, two of the three communication variables – communication quality and bidirectionality – significantly impact on both forms of conflict, and relationship effectiveness, though communication frequency only influenced the quality of communication between the Marketing Managers and the Sales Managers. In addition, the variables in our model better predict the levels of functional conflict in the Marketing/Sales relationship than dysfunctional conflict. Finally, an important new finding in this research is that the overall level of dysfunctional conflict between these two functional managers is relatively low, while functional conflict is high.

Alam, Arumugam, Mohd Nor, Kaliappan, Fang (2013) conducted a study titled "**Relationships between Innovation Capabilities, Business Performance, Marketing Performance and Financial Performance".** They examine Innovation is one of the basic component use by the corporate as a stretegy to improve productive manufacturing processes, to be able to compete in the market and to establish good reputation to gain positive status in customers's perception. This paper has been designed to review the existing literature available on firm innovation capabilities and its influence on performance (i.e. business, marketing and financial performance). After reviewing the existing literature on firm innovation capabilities, the researchers have found that firm innovation capabilities have greater influence on business performance, marketing performance and ultimately influence on financial performance.

Theoretical framework has been develop on the basis of the reviewed literiture, showing the relationship between firm innovation capabilities and performance.

Griffin , Josephson, Lilien ,Wiersema ,Bayus ,Chandy ,Dahan ,Gaskin ,Kohli (2013) conducted a study titled **"Marketing's roles in innovation in business-to-business firms: Status, issues, and research agenda".** They identified a *lack of understanding of how the marketing function can or should best contribute to firms' innovation efforts* as the top priority. A workshop of senior academics and research-oriented practitioners explored this topic further, identifying four specific themes: (1) improving customer needs understanding and customer involvement in developing new products, (2) innovating beyond the lab, (3) disseminating and implementing research findings in firms, and (4) marketing's overall role in innovation. This article defines these themes, sketches the current status of knowledge about each theme, frames practitioners' issues with them, and proposes research agendas for each theme to move the field forward. The goal is to encourage rigorously executed academic research that can also help firms innovate more successfully.

 Weick (2012) conducted a study titled **"Organized sensemaking: A commentary on processes of interpretive work".** He put a focal concentration on differences between on links among sensemaking, organizing, and storytelling. They are re-examined in terms of to what the authors pay attention, with what, and for what. In pursuit of linkages, authors attend to accounts of consulting failure, hearings about the recent financial crisis, life history storytelling by elite actors, conflict in a rugby team on tour in Australia, and recurring stories told by jazz musicians. With analyses of dominant stories, discursive devices, life stories, documentaries, and oral tradition, these authors aim for a deeper understanding of order, constraint, conflict, legitimation, embodiment, and distributed improvisation. An assessment of these efforts shows how they deepen, extend, and consolidate our understanding of interpretive work.

Colville, Brown, and Pye (2012) conducted a study titled **"Simplexity: Sensemaking, organizing and storytelling for our time".** They put a focal concentration on differences between simplexity and sensemaking, simplexity is advanced as an umbrella term reflecting sensemaking, organizing and storytelling for our time. People in and out of organizations increasingly find themselves facing novel circumstances that are suffused with dynamic complexity. To make sense through processes of organizing, and to find a plausible answer to the question 'what is the story?', requires a fusion of sufficient complexity of thought with simplicity of action, which we call simplexity. This captures the notion that while sensemaking is a balance between thinking and acting, in a new world that owes less to yesterday's stories and frames, keeping up with the times changes the balance point to clarifying through action. This allows us to see sense (making) more clearly.

Cunliffe and Coupland (2012) conducted a study titled **"From hero to villain to hero: Making experience sensible through embodied narrative sensemaking".** Their study aims to make a

contribution to the literature by addressing an under theorized aspect of sensemaking: its embodied narrative nature. We do so by integrating a hermeneutic phenomenological perspective of narrative and storytelling with a documentary case taken from a filmed tour of a sports team to illustrate the process of sensemaking around a specific event. We argue that we make our lives, ourselves and our experience 'sensible' in embodied interpretations and interactions with others. We suggest this occurs within contested, embedded, narrative performances in which we try to construct sensible and plausible accounts that are responsive to the moment and to retrospective and anticipatory narratives.

Vaara, Tienari, Björkman and Ingmar (2012) conducted a study titled **"Best practice is west practice? A sensemaking perspective on knowledge transfer in a merging organization"** main goal of this research is that an 'essentialist' conception of knowledge has prevented both researchers and practitioners from understanding some of the fundamental reasons for the problems and disappointments often encountered in knowledge transfer processes in the context of mergers and acquisitions. As a step towards developing alternative approaches, we outline in this article a sensemaking perspective on the transfer of knowledge. We focus on a particularly revealing empirical case – the creation of the pan-Nordic financial services group called Nordea – to uncover sensemaking processes and patterns that are likely to characterize post-merger knowledge transfer. In our analysis, we identify four specific sensemaking processes around the transfer of 'best practices': identification, evaluation, (re)contextualization, and (re)configuration. We in particular highlight how these processes are characterized by inherent complexity, ambiguity and politics that are often bypassed in more 'essentialist' analyses.

Schmidt (2012) he conducted a study titled **"The Trouble with 'Tacit Knowledge'".** This study focused the development and maintenance of organized cooperative work practices require, as an integral feature, what can loosely be termed 'didactic practices' or 'mutual learning' (giving and receiving instruction, advice, direction, guidance, recommendation, etc.). However, such didactic practices have not been investigated systematically in CSCW. Michael Polanyi's notion of 'tacit knowledge' *vs.* 'explicit knowledge', which plays a key role in the area of Knowledge Management, would seem to offer an obvious framework for investigating didactic practices in CSCW. But as argued in this article, the notion of 'tacit knowledge' is a conceptual muddle that mystifies the very concept of practical knowledge. The article examines the historical context in which the notion of 'tacit knowledge' was devised, the purpose for which it was formulated, its original articulation, and the perplexing ways in which it has been appropriated in Knowledge Management. In an attempt to gain firm ground for our research, the article towards the end offers a general analysis of the concept of 'knowledge', informed by the work of Gilbert Ryle and Alan White. Overall, the article argues that a framework based on the notion of 'tacit knowledge', or on similar conceptions devoted to categorizations of *kinds* of knowledge, impairs the for CSCW essential focus on actual work practices: instead of focusing on forms of symbolism, what is required is to focus on uncovering the logics of actual didactic practices in cooperative work.

Chuang, Susan E. Jackson and Jiang (2012) they conducted a study titled "Can **Knowledge-Intensive Teamwork Be Managed? Examining the Roles of HRM Systems, Leadership, and Tacit Knowledge**". They investigated the influence of HRM systems for knowledge-intensive teamwork on external team knowledge acquisition and internal team knowledge sharing. This study also examined the interactive effect of HRM systems and knowledge tacitness and the combined influence of HRM systems and empowering leadership. HRM systems for knowledge-intensive teamwork were positively associated with team knowledge acquisition and team knowledge sharing. Knowledge tacitness moderated the HRM–knowledge acquisition relationship, reducing the influence of HRM systems. Further, empowering leadership appeared to substitute for the effect of HRM systems. Our findings suggest that an integration of strategic HRM and knowledge teamwork literatures will prove useful for advancing our understanding of knowledge-based competition. Furthermore, by investigating HRM systems and leadership behaviors in tandem, we gain new insights about the interplay between these two important aspects of organizational life.

Krush, Agnihotri, Trainor and Nowlin (2013) they conducted a study titled **"Enhancing organizational sensemaking: An examination of the interactive effects of sales capabilities and marketing dashboards"**. They investigate how sales capabilities and performance monitoring via marketing dashboards influence a firm's sensemaking. The results fromour study suggest that sales capability and the use of marketing dashboards not only contribute directly, but also have an interactive effect, highlighting the importance of integrating both sales and marketing operations. Further, we find evidence that sensemaking influences cost control and enhances customer relationship performance, suggesting that sensemaking has the potential to simultaneously impact both cost efficiency and growth.

Whyte and Classen (2012) they conducted a study titled **"Using storytelling to elicit tacit knowledge from SMEs".** This study focused on investigating storytelling as a means of eliciting tacit knowledge from retiring subject matter experts (SMEs) within a large South African organisation. In total, 64 stories were collected over a 12-month period covering a varied range of technical disciplines and were analysed using grounded theory principles combined with expert reviews. Despite the diverse nature of the stories they were able to be coded and categorised into 21 knowledge management constructs which were further refined by expert review down to 14 final constructs. The main limitation of this study is the generalisability of the findings, which may be limited by the fact the study was conducted in one large South African organisation. A common language is a key prerequisite for sharing knowledge. Every discipline within an organisation has its own language by which it communicates with insiders; this is particularly true of the ICT field. Through the common language of KM, tacit knowledge from SMEs can be elicited and classified for future access by people of all levels within the organisation. To the authors' knowledge this is the first attempt at classifying organisational stories using a knowledge management (KM) frame. The work presented in this paper is a step towards a KM taxonomy of organisational stories.

Kimble (2013) he conducted a study titled "**Knowledge management, codification and tacit knowledge**". They aimed to explore the theoretical and philosophical antecedents of the economists' views. It uses this as a basis for examining the dominant views of knowledge that appear in much of the literature on knowledge management and for performing a critical evaluation of their work. The results of the analysis centre upon the question of when is it appropriate to codify knowledge. They present a basic summary of the costs and benefits of codification before looking in more detail at its desirability.The conclusions concern the implications of the above for knowledge management and the management of tacit knowledge. They deal with the nature of knowledge management, some of the reasons why knowledge management projects fail to achieve their expectations and the potential problems of codification as a strategy for knowledge management.

Avinash Malshe (2010) he conducted a study titled **"How is marketers' credibility construed within the sales-marketing interface?"** He studied the extant sales-marketing interface and ignored how salespeople interpret marketers' credibility. This paper integrates interdisciplinary research on credibility and the sales-marketing interface with interview data from 33 informants to expound three components of this phenomenon; expertise, trust, and interpersonal proximity. Explication of this construct's nuances thus helps to better understand at a microlevel, the potential but sometimes non-apparent cause of some of the problems within sales-marketing interface, and also highlights many avenues to optimize this interface based on the understanding of its inner workings. The findings also expand the repertoire of tools managers may use to harmonize this interface.

Avinash Malshe, Jamal Al-Khatib, Mohammed Al-Habib, Shaza Ezzi (2012) **"Exploration of sales-marketing interface nuances in Saudi Arabia"** they make an Extant research on sales–marketing interface has ignored emerging markets as research contexts. This study uses grounded theory methodology and depth-interview data from 37 sales and marketing professionals in Saudi Arabia to explicate how firm contexts that are influenced by Islamic values may shape intraorganizational mechanisms between firm leadership and sales and marketing departments, moderate their roles in marketing strategy activities, and affect interface dynamics. Specifically, appreciation of high power distance and traditional authority allow top leadership to be extensively involved in firm's everyday operations and there is a conspicuous absence of two-way dialog between top leadership and interface personnel. As a result, marketing strategy making authority is rarely transferred to sales and marketing. The context thus creates a chain of command with top leadership holding central authority, marketers preparing action plans and salespeople implementing those plans. Overall, this context brings forth certain hitherto unexplored perspectives on this interface.

Graham R. Massey (2010) he conducted a study titled **"All quiet on the Western front? Empirical evidence on the ''War'' between Marketing Managers and Sales Managers"** He studied A common assumption in the literature is that ineffective relationships and conflict between Marketing Managers and Sales Managers and their respective departments is endemic. This article challenges that assumption via an exhaustive review of the large sample quantitative studies of this important working relationship. The analysis reveals that the assumption is unsustainable in the light of the evidence, and that Marketing Manager/Sales Manager

relationships are generally effective. This is encouraging news for these managers and their firms, as recent work has established that effective Marketing/Sales relationships are positively associated with superior value creation and market performance.

Nathalie Commeiras , Anne Loubes, Isabelle Bories-Azeau (2013) **"Identification of organizational socialization tactics: The case of sales and marketing trainees in higher Education"** The fast track to employment and the primary road to hiring, learning or traineeship (taken to mean a system of learning or traineeship that alternates periods of theoretical training at the University with practical training in the company) is continuing to grow. Despite its development and its implications for the company (pre-recruitment and investment), few researchers are interested in the socialization of trainees and, in particular, sales and marketing people. The objective of this exploratory study is to identify the organizational practices of socialization put in place for the Customer Advisor trainee employees in the banking/insurance sector, an atypical segment of sales and marketing resources. The results of a qualitative study conducted on the basis of two data collections (33 individual semi-directive interviews were carried out with different actors along with a group interview of 13 professional tutors) reveal particularities related to the socialization of commercial trainees such as the establishment of an organizational context conducive to learning and the crucial role of the tutor. These results also show that the presence of trainees develops role innovation in that which concerns both the trainees and the tutors.

Philip L. Dawes, Graham R. Massey (2005) **"Antecedents of conflict in marketing's cross-functional relationship with sales"** they develop and test a model of the factors that explain the level of interpersonal conflict between marketing managers and sales managers. The paper aims to establish the overall level of interpersonal conflict in the full sample and in the two sampled countries (UK and Australia). Design/methodology/approach – The study draws on two theoretical frameworks to develop the model, namely structural contingency theory and the interaction approach. More specifically, the conceptual framework uses three groups of variables to explain interpersonal conflict: structural, individual, and communication. Importantly, the study developed and tested nine hypotheses. Confirmatory factor analysis was used to test the validity of the measures while OLS regression was used in testing the hypotheses. The data were collected from 200 sales managers in the UK and Australia. Findings – Overall, the study finds that there was a surprisingly low level of interpersonal conflict between marketing managers and sales managers and that there were no differences across the two countries. Of the three groups of variables, the two communication variables – frequency and bidirectionality – had the strongest effects on interpersonal conflict. The next strongest effects were from the individual-level variables – psychological distance and the sales manager's formal education. The findings also reveal that the level of the sales manager's marketing training and the marketing manager's sales experience had no influence on interpersonal conflict. Two of the three structural variables – use of lateral linkages and being part of a corporation – had the hypothesized negative impact on interpersonal conflict. Originality/value – This is the first study to use a large empirical survey to examine the marketing and sales dyad. Also, it is one of the few studies to test the effects of communication behviours on peer manager conflict.

Ken Le Meunier-FitzHugh, Nigel F. Piercy (2007) **"Exploring collaboration between sales and marketing"** They seeks to exlore the antecedents and implications of collaboration

between sales and marketing and further to identify whether there are benefits in terms of business performance of improving collaboration between sales and marketing. Design/methodology/approach – Three exploratory case studies and a review of the literature are used to examine the antecedents to collaboration between sales and marketing. The case studies allow this fuzzy and undefined area to be clarified and existing theories to be empirically tested. Findings – The study identifies that there are three types of factor influencing collaboration between sales and marketing: integrators, facilitators, and management attitudes towards coordination. The exploratory case studies establish that senior management plays a pivotal role in creating and improving collaboration between sales and marketing, and that there is a positive correlation between collaboration between sales and marketing, and improved business performance. Research limitations/implications – The limitations of this study are that it is qualitative in nature and the conceptual framework needs be tested through a large-scale survey. In addition, the study considers only large UK organisations and, therefore, future research should consider expanding the study to overseas organisations. Practical implications – There appears to be an established relationship between the level of collaboration between sales and marketing and business performance. Further, the attitude of senior managers to improving coordination is critical to influencing collaboration between sales and marketing. Originality/value – This study contends that sales and marketing need to collaborate rather than integrate and uses exploratory case studies to support the development of the framework.

Spulber (2012) he conducted a study titled **"Tacit knowledge with innovative entrepreneurship"** They put a focal concentration on tacit knowledge affects, the trade-off between entrepreneurship and technology transfer. present a formal model in which an inventor and the existing firm engage in a strategic innovation game by choosing whether to compete or to cooperate through technology transfer. The model highlights how the problem of tacit knowledge affects the inventor's R&D investment and the existing firm's investment in absorptive capacity. The inventor's tacit knowledge implies that benefits from own-use through entrepreneurship can exceed the benefits from technology transfer. In equilibrium, higher-quality inventions result in entrepreneurship and lower-quality inventions result in technology transfer. R&D investment and absorption investment are strategic substitutes in the innovation game with the option of entrepreneurship. The possibility of entrepreneurship increases R&D investment and reduces absorption investment. The equilibrium probability of entrepreneurship is decreasing in the costs of R&D, increasing in the costs of absorption, and decreasing in the set-up costs of new firms.

Gabriele Troilo, Luigi M. De Luca, Paolo Guenzi (2009) conducted a study titled "**Dispersion of influence between Marketing and Sales: Its effects on superior customer value and market performance**" They aimed to study the authors investigate how dispersion of influence between Marketing and Sales (DIMS) affects the creation of superior customer value and the firm's market performance. Hypotheses are tested on a sample of 326 strategic business units using structural equation modeling analysis. Three main results emerge which contribute to the understanding of the consequences of DIMS within companies. First, DIMS increases interaction and collaboration between Marketing and Sales, without blurring their respective goals, roles and responsibilities. Second, DIMS contributes to the diffusion of a customer oriented-culture across the organization. Third, the findings of this study clarify how and why DIMS affects

organizational performance by showing simultaneously that superior customer value mediates the effects of DIMS on market performance, and that Marketing–Sales interface and customer-oriented culture mediate the effects of DIMS on superior customer value. The authors discuss the study's theoretical contributions and offer directions for future research. Overall, this study provides a new and broader perspective to managers responsible for the allocation of decision making influence between Marketing and Sales over a range of market-related issues.

2.3 Distinctive Features of the research

This research might be the first of its kind that examines the mediating role of tacit knowledge exchange and organisational sensemaking on the marketing success in Jordan telecom sector. In addition,

1. This research will provide a direct relationship between tacit knowledge exchange and sensemaking on marketing success, while the prior studies provided evidence about tacit knowledge exchange influence on marketing success.

2. According to the in-depth research, there wasn't any prior research examined the relationship between the current research variables, neither separately nor mutually.

3. Chapter Three

Research Methodology

3.1 *Research Method Approach*

3.2 *Research Population*

3.3 *Research Unit of Analysis*

3.4 *Research Data Collection Tools*

3.5 *Research Variables*

3.6 *Data Validity*

3.7 *Data Reliability*

3.8 *Data Analysis and statistical techniques*

Introduction:

This chapter presents the research sample, methods of data collection, sources of data and methods of data analysis.

3.1 R*esearch Approach*

This research follows the descriptive analytical approach by describing the roots of the research phenomena according the previous literature. In addition, clarify and justify the relationships among the research constructs. Analytical is by collecting real data from the research respondents and testing the research hypotheses. Furthermost, it tries to generalize the research results into the research population and other companies that have similar contextual conditions.

3.2 Research Population:

The research population consists of all account managers and staff sales working at the Jordanian Telecommunication Companies 96 employee, including: Zain Telecommunication Company, Orange Telecommunication Company and Umniya telecommunication Company. Because the population of this research is small a decision was taken to include all the population members.

3.4 Research data collection tools:

First: Secondary Data

Secondary data will be collected from articles, books, websites, thesis, etc. This way facilitates building strong theoretical background to clarify the problem definition, testing, and comparing research results with literature results.

Second: Primary Data

The primary data will be collected through questionnaires which will be divided into four sections representing demographics and research variables. The first section is meant to collect demographic data of research respondents. The second section will present the strategic orientations,

the third section will present the e-business assimilation, and the last section will conduct the organizational agility. The questionnaire items will be anchored according to the Five Point Likert Scale (1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree).

3.5 Research Variables:

Independent variables: Organizational factors (interfunctional communicational quality, coworker trust, socialization opportunity, interfunctional conflict, top management support).

Mediating variable: Knowledge Transfer and Organizational sensemaking.

Dependent Variable: Marketing success.

3.6 Data Validity and Reliability

3.6.1: Data Validity

To validate the data collection instrument used in this study in terms of its readability, format, and ability to measure the study's constructs; the researcher distributed the questionnaire instrument to a number of professors in public and private universities in Jordan those who have specializations and expertise in the field of this study. The questionnaire instrument was then updated and refined to reflect the comments and suggestions received by the domain experts. Moreover, the experts showed interest and interact with the researcher concerning the questionnaire instrument which adds to its validity.

3.6.2: Data Reliability

In order to measure the internal consistency and reliability of the study's constructs. Cronbach's alpha (α) measure was used. The scales' reliabilities were measured and the Cronbach's alphas of all scales as in Table 1 were ranged between (0.66) and (0.83); indicating good reliabilities of the

scales (Hair et al., 2009) However, the reliability of the instrument as a whole is very good (α=0.96).

Table 1
Data Reliability Analysis

Construct	Number of Items	Cronbach's alpha (α)
Communication quality	3	0.74
Co-Worker Trust	3	0.76
Socialization	3	0.66
Inter- functional conflict	3	0.74
Top Management support	3	0.81
Tacit Knowledge exchange	3	0.82
Sensemaking	4	0.83
Program Marketing novelty	4	0.80
Relative efficiency	3	0.76
Relative effectiveness	3	0.80
All The Questionnaire items		**0.96**

3.7 <u>Research Statistical Techniques:</u>

 The researcher used the suitable statistical methods that consist of:

- Percentage and Frequency used to describe the characteristics of research respondents.
- Cronbach's Alpha reliability (α) used to measure strength of the correlation and coherence between questionnaire items.
- Arithmetic Mean used to identify the level of response of study sample individuals to the study variables.
- Standard Deviation used to Measure the responses spacing degree about Arithmetic Mean.
- Multiple Regression analysis used to testing the direct impact of independent variables on mediating and dependent variables.
- Stepwise multiple regression to determine the importance of independent variables in explaining the amount of variance in dependent variable.
- Path Analysis used to test the direct and indirect impact of independent variables on dependent variable through mediating variable. The path analysis has several built in

ready formulas based on the structural equation modeling. The structural equation modeling (SEM) is a collection of statistical models that seeks to explain causal relationships among multiple variables. It enables researchers to examine interrelationships among multiple dependent and independent variables simultaneously (Hair et al., 2006). The reasons for selecting SEM for data analysis were, firstly; SEM has the ability to test causal relationships between constructs with multiple measurement items (Hair et al., 2006). Secondly, it offers powerful and rigorous statistical procedures to deal with complex models (Tabachnick and Fidell, 2001; Hair et al., 2006). The relationships between the research constructs are tested using the structural model (Hair et al., 2006). A one–step approach was adopted to perform SEM analysis as recommended by Anderson and Gerbing (1988) and the mediating role of tacit knowledge exchange and sensemaking were tested in a two-step approach according to the suggestion of Hair et al.(2013). In the next chapter, details of data analysis will be introduced.

Chapter Four: Data Analysis

4.1: Statistical Analysis

In order to answer the research questions and test the hypotheses, the researcher utilized a First generation statistical package; that is a Statistical Package for Social Sciences (SPSS) in addition to a third generation statistical package which is Partial Least Squares (PLS); more specifically Smart PLS V3.0. SmartPLS package adopts Structural Equation Modeling (SEM) for data analysis. To answer research questions, the researcher utilized means, frequencies, and standard deviations. The Cronbach's Alpha test was also utilized to test the reliability and consistency of the data collection tool (i.e. questionnaire). To test the research hypotheses, the researcher utilized regression analysis, multiple regression analysis, stepwise multiple regression analysis, and path analysis.

4.1.1: Demographic analysis

The population of this study includes all Marketing managers and employees working at Telecommunications Companies (Zain, Orange, and Umnieh). Because the researcher was unable to determine the exact population a convenient sample was chosen. The following is the descriptive analysis for the research respondents based on their demographic characteristics. Table 1 shows the descriptive analysis in terms of frequencies and percentages for respondents' Gender.

Table 2
Descriptive Statistics of respondents' Gender

Respondents Gender	Frequency	Percentage
Male	78	83.9%
Female	15	16.1%
Total	**93**	**100%**

Table 2 shows that the majority of respondents (83.9%) are male whilst the remaining (16.1%) are female. This result indicates that the Telecommunications companies still dominant by male workers rather female. This is expected result in the Middle East Culture that gives the priority for work to male more than female. Table 3 presents the descriptive statistics of respondents' age.

Table 3
Descriptive Statistics of respondents' age

Respondents Age	Frequency	Valid Percent
20-25 years	26	28.0%
26-30 years	42	45.2%
31-35 years	10	10.8%
36 years and over	15	16.1%
Total	**93**	**100%**

Table 3 shows that the majority of respondents aged between 26 to 30(45.2%). However, none of our respondent aged less than 20 years old while only (16.1%) who aged more than 36 years old. This indicates that our respondents are mature enough to appreciate filling the questionnaire

carefully and will lead to valid results for the researcher and their companies. Table 4 provides details of respondents' level of education.

Table 4
Descriptive Statistics of Respondents Educational Level

Domain of Business	Frequency	Percentage
Secondary School	0	0%
College Diploma	0	0%
Bachelor degree	79	84.9%
Master	14	15.1%
P.h.D.	0	0%
Total	**93**	**100%**

Table 4 shows that the majority of research respondents have bachelor degree (84.9%) while only (15.1%) who completed his/her master degree. This result indicates that the Telecommunications companies focus on employing workers who have good level of education bachelor degree or above. At the same time, it seems the sector cannot take unskillful workers any more as the technological developments make dramatic changes and alter the base of competition. Therefore, we believe that our research respondents have filled the research questionnaires with due respect rather to satisfy and bless the researcher. Table 5 provides respondents years of experience.

Table 5
Descriptive Statistics of respondents' years of experience

Respondents years of Experience	Frequency	Percentage
5 years and Less	0	0%
6-10 years	13	14.0%
11-15 years	37	39.8%
16 -20 years	26	28.0%
Over than 20 years	17	18.3%
Total	**93**	**100%**

Table 5 shows the distribution of research respondents according to years of experience as follows: (0%) who have 5 years and less; (14%) between 6-10 years, from 11 t0 15 is (39.8%) years of experience; (28%) from 16 to 20 years of experience, and only (18.3%) who have more than 20 years of experience. One can notice from table 5 that it shows that the majority (39.8) of respondents have between 11 and 15 years of experience. The table also shows nearly (68%) of research respondents hold between 11 and 20 years of experience. Therefore, this result indicates that the research respondents have sufficient experiences that allow them to fill the research questionnaire objectively and accurately. We believe that the years of experience that the research respondents have showed the amount of accumulated knowledge they obtain during the years. Given that, the research respondents have good knowledge about the research topic and the most who entitled to answer the research questionnaires. Table 6 give more details about the occupation level of research respondents.

Table 6
Descriptive Statistics of Respondents Occupational Level

Occupational level	Frequency	Percentage
Managers	9	9.7%
Account Managers	84	90.3%
Total	**93**	**100%**

Table 6 shows that the majorities (90.3%) of research respondents are account managers while only (9.7%) are sales managers, the size of sample in all three companies are (96) responded only (93) of the study sample. This indicates that the research respondents are the right target for this research as they face the research problem in every working day. In the next section, details descriptive statistics will be provided to show how the research respondents perceived and answered the questionnaire items.

4.1.2: Descriptive Statistics for research constructs

In this section, we rely mainly on the descriptive analyses to get the means and the standard deviations for the study constructs along with their items. The items were measured using a likert-type scale as follows.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Based on the aforementioned details, the means of the study's constructs will be dealt with according to the following formula.

Interval Length = (Highest Value – Lowest Value) / Number of Levels

Interval Length = (5-1) / 3 = 4/3 = 1.33 and thus;

- **Low Level** = 1+1.33 = 2.33 and Less

- **Medium Level** = 2.34+1.33 = 3.67 so this level range is from 2.34 to 3.67

- **High Level** = 3.68 and above

We have calculated the means and the standard deviations for the study constructs along with the items based on the responses the researcher has collected from the study's sample who work at Telecommunications companies. Next, we present the means and the standard deviations for each of the study's constructs along with their items.

1. Inter-functional Communication Quality

This construct is measured by three items in the research instrument (the questionnaire).

The means and standard deviation for each item is shown below:

Table 7
Descriptive Analysis for the Construct: Inter-functionalCommunication Quality

	Items	Mean	STD	Rank	Level
Q1	Communication that I have with marketing is accurate.	3.78	0.97	3	High
Q2	Communication that I have with marketing is adequate.	4.03	0.76	2	High
Q3	Communication that I have with marketing is complete.	4.04	0.77	1	High
	Overall Mean	**3.95**	**0.83**		**High**

Table 7 shows that the means of (Inter-functional Communication Quality) items range between (4.04) and (3.78) with an overall mean of (3.95) and (0.83) standard deviation. The level of such an overall mean is high. Item number (3) got the highest mean which is (4.04) with a standard deviation of (0.77). The statement concerning item number (3) states that: (Communication that I have with marketing is complete). On the other hand, item number (1) came last on the basis of mean values. The mean of this item is (3.78)

and its standard deviation is (0.97) and thus is considered high in terms of level. The statement of this item is as follows: (Communication that I have with marketing is accurate.). Accordingly, the descriptive statistics concerning the construct (Inter-functional Communication Quality) indicate that the research respondents perceived their Inter-functional Communication Quality with marketing department as complete, adequate, and accurate.

2. Co-worker Trust

This construct is measured by three items in the research instrument (the questionnaire). The means and standard deviation for each item is shown in table 8 below:

Table 8
Descriptive Analysis for the Construct: Coworker Trust

	Items	Mean	STD	Rank	Level
Q4	Employees in marketing can be counted on to do what is right.	4.06	0.75	1	High
Q5	Employees in marketing have high integrity.	4.05	0.73	2	High
Q6	Employees in marketing are trustworthy.	3.94	0.82	3	High
Overall Mean		**4.02**	**0.77**		**High**

Table 8 shows that means of (Coworker Trust) items range between (4.06) to (3.94) with an overall mean of (4.02). The level of such an overall mean is high. Item number (4) got the highest mean which is (4.06) with a standard deviation of (0.75). The statement concerning item number (4) is about (Can be counted on to do what is right). On the other hand, item number (6) came last on the basis of mean values. The mean of this item is (3.94) and its standard deviation is (0.82) and thus considered high in terms of level. The statement of this item is about Are the marketing

coworkers trustworthy. Accordingly, the descriptive statistics concerning the construct (Coworker Trust) indicate that the trust on the coworkers within the sampled organizations is high.

3. Socialization Opportunities.

This construct is measured by three items in the research instrument (the questionnaire). The means and standard deviation for each item is shown in table 9 below:

Table 9

Descriptive Analysis for the Construct: Socialization and opportunities

	Items	Mean	STD	Rank	Level
Q7	Our development and/or training programs often include people from marketing.	3.94	0.79	2	High
Q8	Members of marketing are easily accessible to people in sales.	3.87	0.81	3	High
Q9	We are given ample opportunities to get to know people from the marketing.	4.03	0.87	1	High
Overall Mean		**3.95**	**0.82**		High

Table 9 shows that means of (Socialization and opportunities) items range between (4.03) to (3.87) with an overall mean of (3.95). The level of such an overall mean is high. Item number (9) got the highest mean which is (4.03) with a standard deviation of (0.87). The statement concerning item number (9) is about the development and/or training programs of sales department often include people from marketing. On the other hand, item number (8) came last on the basis of mean values. The mean of this item is (3.87) and its standard deviation is (0.81) and thus considered high in terms of level. The statement of this item is as follows: Members of marketing are easily accessible

to people in sales. Accordingly, the descriptive statistics concerning the construct (Socialization and opportunities) indicate that there are socialization opportunities between sales forces and marketing forces within the sampled organization is considered high.

4. Inter-functional Conflict

The Inter-functional Conflict construct is measured by three items in the research instrument. The means and standard deviation for each item is shown in table 10 below:

Table 10
Descriptive Analysis for the Construct: Inter-functional Conflict

	Items	Mean	STD	Rank	Level
Q10	Tensions frequently run high when members from sales and marketing work together.	4.08	0.85	1	High
Q11	People from sales and marketing dislike having to work together.	3.97	0.84	2	High
Q12	There is often tension over the specific terms of the working relationships between sales and marketing.	3.91	0.82	3	High
	Overall Mean	**3.99**	**0.84**		**High**

Table 10 shows that means of (Inter-functional Conflict) items range between (3.08) to (3.91) with an overall mean of (3.99). The level of such an overall mean is high. Item number (10) got the highest mean which is (4.08) with a standard deviation of (0.85). The statement concerning item number (10) is as follows: Tensions frequently run high when members from sales and marketing work together. On the other hand,

item number (12) came last on the basis of mean values. The mean of this item is (3.91) and its standard deviation is (0.82) and thus considered high in terms of level. The statement of this item is as follows: There is often tension over the specific terms of the working relationships between sales and marketing. Accordingly, the descriptive statistics concerning the construct (Inter-functional Conflict) indicate that inter-functional conflict among sales and marketing department is considered high in terms of level when it comes to work together.

5. Top Management Support

The top management support construct is measured by three items in the research instrument. The means and standard deviation for each item is shown in table 11 below:

Table 11
Descriptive Analysis for the Construct: Top Management Support

	Items	Mean	STD	Rank	Level
Q13	Senior managers in our firm believe that the sharing of knowledge among employees plays a role in the future success of our firm.	3.85	0.88	1	High
Q14	It is clear that senior managers in our firm want employees to share their knowledge.	3.83	0.77	2	High
Q15	I feel that knowledge sharing is strongly supported by senior managers in our firm.	3.76	0.89	3	High
Overall Mean		**3.81**	**0.85**		**High**

Table 11 shows that means of (Top Management Support) items range between (3.85) to (3.76) with an overall mean of (3.81). The level of such an overall mean is high.

Item number (13) got the highest mean which is (3.85) with a standard deviation of (0.88). The statement concerning item number (13) is as follows: Senior managers in our firm believe that the sharing of knowledge among employees plays a role in the future success of our firm. On the other hand, item number (15) came last on the basis of mean values. The mean of this item is (3.76) and its standard deviation is (0.89) and thus considered high in terms of level. The statement of this item is as follows: I feel that knowledge sharing is strongly supported by senior managers in our firm. Accordingly, the descriptive statistics indicates that top management support knowledge sharing between functional departments and specifically among sales and marketing departments.

6. Tacit Knowledge Exchange

The tacit knowledge exchange construct is measured by three items in the research instrument. The means and standard deviation for each item is shown below:

Table 12
Descriptive Analysis for the Construct: Tacit Knowledge Exchange

	Items	Mean	STD	Rank	Level
Q16	Employees in sales and marketing teach each other the knowledge that they have learned.	3.84	0.86	1	High
Q17	Employees in sales and marketing are willing to pass on the knowledge they have learned.	3.68	0.91	2	High
Q18	Sales and marketing share lessons learned from unsuccessful organizational endeavors.	3.63	0.98	3	Medium
	Overall Mean	**3.72**	**0.92**		High

Table 12 shows that means of (Tacit Knowledge Exchange) items range between (3.84) to (3.63) with an overall mean of (3.72). The level of such an overall mean is high. Item number (16) got the highest mean which is (3.84) with a standard deviation of (0.86). The statement concerning item number (16) is as follows: Employees in sales and marketing teach each other the knowledge that they have learned. On the other hand, item number (18) came last on the basis of mean values. The mean of this item is (3.63) and its standard deviation is (0.98) and thus considered medium in terms of level. The statement of this item is as follows: Sales and marketing share lessons learned from unsuccessful organizational endeavors. Accordingly, the descriptive statistics concerning the construct (tacit knowledge exchange) indicate that the tacit knowledge exchange among sales and marketing personnel is considered high knowledge and lessons learned exchange.

7. Sensemaking

The sensemaking construct is measured by four items in the research instrument. The means and standard deviation for each item is shown below:

Table 13 shows that means of (sensemaking) items range between (3.97) to (3.70) with an overall mean of (3.83). The level of such an overall mean is high. Item number (22) got the highest mean which is (3.97) with a standard deviation of (0.87). The statement concerning item number (22) is as follows: Retraces its actions to study what happened when a marketing mistake is made. On the other hand, item number (19) came last on the basis of mean values. The mean of this item is (3.70) and its standard deviation is (0.91) and thus considered medium in terms of level. The statement of this item is as follows: Performs analyses to determine what mistakes

caused marketing failure. Accordingly, the descriptive statistics concerning the construct (sensemaking) indicate that the telecommunications companies practicing sensemaking to a high level.

Table 13
Descriptive Analysis for the Construct: Sensemaking

	Items	Mean	STD	Rank	Level
Q19	Performs analyses to determine what mistakes caused marketing failure	3.70	0.91	4	High
Q20	Quickly identifies mistakes in its marketing processes so they won't be repeated	3.77	0.89	3	High
Q21	Summarizes learning about what works well for successful marketing processes	3.86	0.88	2	High
Q22	Retraces its actions to study what happened when a marketing mistake is made	3.97	0.87	1	High
Overall Mean		**3.83**	**0.89**		High

8. Marketing Program Novelty

The marketing program novelty construct is measured by four items in the research instrument. The means and standard deviation for each item is shown below:

Table 14 shows that means of (Marketing Program Novelty) items range between (3.87) to (3.65) with an overall mean of (3.75). The level of such an overall mean is high. Item number (23) got the highest mean which is (3.87) with a standard deviation of (0.81). The statement concerning item number (23) is as follows: Compared to your competitors, the marketing program associated with new product is really "out of the ordinary. On the other hand, item number (26) came last on the basis of mean

values. The mean of this item is (3.65) and its standard deviation is (0.90) and thus considered medium in terms of level. The statement of this item is as follows: Compared to your competitors, the marketing program associated with new product shows an unconventional way of solving problems. Accordingly, the descriptive statistics concerning the construct (Marketing program novelty) indicate that the telecommunications companies having unordinary marketing program.

Table 14
Descriptive Analysis for the Construct: Marketing Program Novelty

	Items	Mean	STD	Rank	Level
Q23	Compared to your competitors, the marketing program associated with new product is really "out of the ordinary."	3.87	0.81	1	High
Q24	Compared to your competitors, the marketing program associated with new product can be considered as revolutionary.	3.76	0.89	2	High
Q25	Compared to your competitors, the marketing program associated with new product provides radical differences from industry norms.	3.71	0.95	3	High
Q26	Compared to your competitors, the marketing program associated with new product shows an unconventional way of solving problems.	3.65	0.90	4	Medium
Overall Mean		**3.75**	**0.89**		High

9. Relative efficiency

The relative efficiency construct is measured by three items in the research instrument. The means and standard deviation for each item is shown below:

Table 15
Descriptive Analysis for the Construct: Relative Efficiency

	Items	Mean	STD	Rank	Level
Q27	Our firm, compared to our competitors makes better use of resources	3.72	0.99	3	High
Q28	Our firm, compared to our competitors is more efficient	3.85	0.98	2	High
Q29	Our firm, compared to our competitors gets more output with less input	3.87	0.86	1	High
Overall Mean		**3.81**	**0.94**		High

Table 15 shows that means of (Relative Efficiency) items range between (3.87) to (3.72) with an overall mean of (3.81). The level of such an overall mean is high. Item number (29) got the highest mean which is (3.87) with a standard deviation of (0.86). The statement concerning item number (29) is as follows: Our firm, compared to our competitors gets more output with less input. On the other hand, item number (27) came last on the basis of mean values. The mean of this item is (3.72) and its standard deviation is (0.99) and thus considered high in terms of level. The statement of this item is as follows: Our firm, compared to our competitors makes better use of resources. Accordingly, the descriptive statistics concerning the construct (Relative Efficiency) indicate that the telecommunications companies have a relative efficiency compared with competitors.

10. Relative effectiveness

The relative effectiveness construct is measured by three items in the research instrument.

The means and standard deviation for each item is shown below:

Table 16
Descriptive Analysis for the Construct: Relative Effectiveness

	Items	Mean	STD	Rank	Level
Q30	Our firm, compared to our competitors creates more customer value.	3.90	0.87	2	High
Q31	Our firm, compared to our competitors better understands customer needs.	3.84	0.86	3	High
Q32	Our firm, compared to our competitors is more responsive to customer needs.	3.92	0.85	1	High
Overall Mean		**3.81**	**0.94**		High

Table 16 shows that means of (relative effectiveness) items range between (3.92) to (3.84) with an overall mean of (3.81). The level of such an overall mean is high. Item number (32) got the highest mean which is (3.92) with a standard deviation of (0.85). The statement concerning item number (32) is as follows: Our firm, compared to our competitors is more responsive to customer needs. On the other hand, item number (31) came last on the basis of mean values. The mean of this item is (3.84) and its standard deviation is (0.86) and thus considered high in terms of level. The statement of this item is as follows: Our firm, compared to our competitors better understands customer needs. Accordingly, the descriptive statistics concerning the construct (relative effectiveness) indicate that the telecommunications companies practicing have high level of relative effectiveness.

The Readiness and Validity of Data for Regression Analyses

To answer research questions and test the study hypotheses, regression analyses need to be run. However, there are three main prerequisites that should be satisfactorily met so as to ensure that the use of regression analyses is valid. Otherwise, non-parametric tests should be employed.

1. The data should be normally distributed.

2. Multicollinearity amongst constructs should not be high so as to ensure independency of constructs.

3. The correlation among research constructs should not be higher than (80%) to ensure that each construct is independent and not part of any other construct.

Tests of Normality

Both Skewness-Kurtosis and Kolmogorov-Smirnov tests were utilized to test normality of collected data. For data to be normally distributed, values of Skewness-Kurtosis should be between ± 2.54. Using Kolmogorov-Smirnov tests, data need to be significant so as to ensure its validity (Hair et al., 2006). The results of Skewness –Kurtosis test in table (17) show that all values are within the range ± 2.54. In addition, Kolmogorov-Smirnov test is significant for all the research variables and dimensions. Hence, the results in table (17) shows that the collected data is normally distributed. Both tolerance and Variance Inflation Rate (VIF) values are utilized to make sure that constructs are independent and multicollinearity is not a likely threat (Neter, Wasserman & Kutner, 1990). The tolerance values should be more than (0.20) and VIF values should be less than (5) for constructs to be independent and for assuring that multicollinearity is not available amongst constructs. Given that the measured values meet the conditions of

tolerance and VIF. Hence, the study constructs are independent and thus the second prerequisite

for regression analyses is assured.

Table 17
Tests of Normality

Construct	Kolmogorov-Smirnov Sig. (p value)	Skewness	Kurtosis	Tolerance	VIF
Communication quality	0.000*	-1.10	0.44	0.34	2.93
Co-Worker Trust	0.000*	-1.24	0.69	0.30	3.35
Socialization	0.000*	-1.14	0.45	0.28	3.60
Inter- functional conflict	0.002*	-1.15	0.55	0.46	2.19
Top Management support	0.008*	-0.91	0.08	0.42	2.40
Tacit Knowledge exchange	0.013*	-0.79	-0.27	0.50	1.98
Sensemaking	0.007*	-0.94	0.08	0.34	2.93
Marketing Success	0.005*	-1.05	0.31	-	-

Table 13 indicates that data is normally distributed as.

Bivariate Pearson Correlation

Bivariate Pearson Correlation test was conducted to assure the independency of data. The rule is

that the correlation between each pairs of constructs should not be higher than (60%) (Hair et al.

2009). Otherwise, the two constructs should be merged to form one construct. If this rule

applied to the correlation coefficients in table 18, then all the research constructs were

independent from each other and the data is ready and valid to be used for regression analyses.

Based on the values in Table 16, the constructs are independent as they do not correlate with

each other more than (60%) which indicates that all the research constructs are independent from each other and the data is valid for further analysis.

Table 18
Bivariate Pearson Correlation

	CQ	CWT	S	IFC	TMS	TKE	SM	MS
Communication quality	**1.00**							
Co-Worker Trust	0.43**	**1.00**						
Socialization	0.25*	0.27**	**1.00**					
Inter- functional conflict	0. 47**	0.48**	0.45**	**1.00**				
Top Management support	0. 51**	0.32**	0.36**	0.55**	**1.00**			
Tacit Knowledge exchange	0. 41**	0.38**	0.39**	0.42**	0.54**	**1.00**		
Sensemaking	0.57**	0.51**	0.45**	0.53**	0.37**	0.41**	**1.00**	
Marketing success	0.23*	0.35**	0.44**	0.35**	0.44**	0.34**	0.53**	**1.00**

*Significant at p≤0.05; **Significant at p≤0.01
CQ: Communication quality; CWT: Co-Worker Trust; S: Socialization; IFC: Inter- functional conflict; TMS: Top Management support; TKE: Tacit Knowledge exchange; SM: Sensemaking; MS: Marketing success.

Based on the above tests of normality, the researcher can proceed to hypotheses testing using regression analysis tests.

4.3 Hypotheses Testing

The first hypothesis (H01): there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on marketing success. To test the first hypothesis, multiple regression analysis was utilized in order to test the impact of organizational factors "inter-

functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on marketing success as shown in Table 19.

Table 19
Multiple Regression Analysis of organizational factors on Marketing Success.

R	R^2	Adjusted R^2		F Value	P Value
0.79	**0.63**	**0.60**		**28.955**	**0.000***
Constructs	B Value	St. Error	Beta	T Value	P Value
Inter-functional communication quality	0.10	0.34	0.06	0.59	0.56
Co-worker trust	0.78	0.41	0.23	1.90	0.06
Socialization	0.91	0.41	0.27	2.24	0.03*
Inter-functional conflict	0.37	0.31	0.12	1.20	0.23
Top management support	0.81	0.27	0.27	2.98	0.01*

*Significant at p≤0.05
Dependent Variable: **Marketing Success**

Table 19 indicates that organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) altogether explain about 60% of the variance in marketing success on the basis of the Adjusted R^2 Value. The F Value is equal to (28.955) and thus significant at (p≤0.05). This assures that there is a significant impact for organizational factors on marketing success. In other words, we reject the null hypothesis and accept the alternative one that states that there is significant statistical impact for organizational factors on marketing success. Moreover and on the basis of t

values, one can tell that both top management and socialization opportunity have positive impact on marketing success at ($p \leq 0.05$). The researcher also utilized the stepwise multiple regression to determine the weight of importance of each dimension of organizational factors in the regression model in explaining marketing success. As shown in Table 20, socialization opportunity came first and explains 52% of the variance in marketing success. Top management support was second in rank and together with socialization opportunity explains 58% of the variance in marketing success.

Table 20
Stepwise Multiple Regression Analysis of organizational factors on marketing success

Order of Constructs in the Regression Model	Adjusted R^2	F Value	T Value	Beta	P Value
Socialization opportunity	0.52	99.334	5.95	0.52	0.000*
Top management support	0.58	62.813	3.62	0.32	0.000*

*Significant at $p \leq 0.05$
Dependent Variable: **Marketing Success**

The second hypothesis (H02): there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on tacit knowledge exchange. To test the first hypothesis, multiple regression analysis was utilized in order to test the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on tacit knowledge exchange as shown in Table 21.

Table 21 indicates that the organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support)

altogether explain about 36% of the variance in tacit knowledge exchange on the basis of the Adjusted R^2 Value. The F Value is equal to (9.738) and thus significant at ($p \leq 0.05$). This assures that there is a significant impact for organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on tacit knowledge exchange. In other words, we reject the null hypothesis and accept the alternative one that states that there is significant statistical impact for organizational factors on tacit knowledge exchange between sales and marketing. Moreover and on the basis of t values, one can tell that both intra and inter-organization coordination have positive impact on supply chain agility at ($p \leq 0.05$).

Table 21
Multiple Regression Analysis of organizational factors on tacit knowledge exchange.

R	R^2	Adjusted R^2		F Value	P Value
0.60	0.36	0.32		9.738	0.000*
Constructs		B Value	St. Error	Beta	T Value	P Value
Inter-functional communication quality		0.13	0.16	0.11	0.78	0.44
Co-worker trust		0.09	0.20	0.07	0.47	0.64
Socialization		0.19	0.19	0.15	0.97	0.33
Inter-functional conflict		0.03	0.15	0.03	0.21	0.83
Top management support		0.39	0.13	0.35	2.99	0.00*

*Significant at $p \leq 0.05$
Dependent Variable: **Tacit knowledge exchange**

The researcher also utilized the stepwise multiple regression to determine the weight of importance of each organizational factor in the regression model in explaining tacit knowledge exchange. As shown in Table 22,

Table 22
Stepwise Multiple Regression Analysis of organizational factors on tacit knowledge exchange

Order of Constructs in the Regression Model	Adjusted R^2	F Value	T Value	Beta	P Value
Top management support	0.29	37.968	6.162	0.54	0.000*

*Significant at p≤0.05
Dependent Variable: **Tacit knowledge exchange**

The Stepwise multiple regression analysis only retains top management support out of organizational factors which explains 29% of the variance in tacit knowledge exchange.

The third hypothesis (H03): there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on sensemaking. To test the first hypothesis, multiple regression analysis was utilized in order to test the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on sensemaking as shown in Table 23.

Table 23 indicates that the organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) altogether explain about 56% of the variance in sensemaking on the basis of the Adjusted R^2 Value. The F Value is equal to (24.275) and thus significant at (p≤0.05). This assures that there is a significant impact for organizational factors (inter-functional communicational quality,

coworker trust, socialization opportunity, inter-functional conflict, top management support) on sensemaking. Therefore, we reject the null hypothesis and accept the alternative that states that there is significant statistical impact for organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on sensemaking.

Table 23
Multiple Regression Analysis of organizational factors on sensemaking.

R	R^2	Adjusted R^2		F Value	P Value
0.76	**0.58**	**0.56**		**24.275**	**0.000***
Constructs		**B Value**	**St. Error**	**Beta**	**T Value**	**P Value**
Inter-functional communication quality		0.54	0.16	0.38	3.43	0.00*
Co-worker trust		0.21	0.19	0.14	1.07	0.29
Socialization		0.54	0.19	0.36	2.84	0.01*
Inter-functional conflict		0.17	0.14	0.12	1.17	0.25
Top management support		0.25	0.13	0.19	1.94	0.05*

*Significant at p≤0.05
Dependent Variable: **Sensemaking**

Moreover and on the basis of t values, one can tell that both intra and inter-organization coordination have positive impact on supply chain agility at (p≤0.05). The researcher also utilized the stepwise multiple regression to determine the weight of importance of each organizational factor in the regression model in explaining sensemaking. As shown in Table 24,

The socialization opportunity factor came first and explains 49% of the variance in sensemaking. Inter-functional communication quality factor came second and explain with socialization opportunity 54% of the variance in sensemaking. Finally, the Top management support was the third in rank and together with socialization opportunity and inter-functional communication explain 56% of the variance in sensemaking.

Table 24
Stepwise Multiple Regression Analysis of organizational factors on sensemaking

Order of Constructs in the Regression Model	Adjusted R^2	F Value	T Value	Beta	P Value
Socialization	0.49	88.05	3.41	0.37	0.00*
Inter-functional communication quality	0.54	53.94	3.47	0.31	0.00*
Top management support	0.56	39.49	2.32	0.21	0.02*

*Significant at p≤0.05
Dependent Variable: **Sense- making**

The fourth hypothesis (H04): there is no significant impact for tacit knowledge exchange and sensemaking on marketing success. To test the first hypothesis, multiple regression analysis was utilized in order to test the impact of tacit knowledge exchange and sensemaking on marketing success as shown in Table 25.

Table 25
Multiple Regression Analysis of tacit knowledge exchange and sensemaking on Marketing Success.

R	R^2	Adjusted R^2		F Value	P Value
0.77	0.59	0.58		65.709	0.000*
Constructs	**B Value**	**St. Error**	**Beta**	**T Value**	**P Value**
Tacit knowledge exchange	0.56	0.25	0.21	2.22	0.03
Sensemaking	1.40	0.21	0.62	6.68	0.00

*Significant at p≤0.05
Dependent Variable: **Marketing Success**

Table 25 indicates that tacit knowledge exchange and sensemaking altogether explain about 58% of the variance in marketing success on the basis of the Adjusted R^2 Value. The F Value is equal to (65.709) and thus significant at (p≤0.05). This assures that there is a significant impact for tacit knowledge exchange and sensemaking on marketing success. Thus, we reject the null hypothesis and accept the alternative one that states that there is significant statistical impact for tactic knowledge exchange and sensemaking on marketing success. Moreover and on the basis of t values, one can tell that both tacit knowledge exchange and sensemaking have positive impact on marketing success at (p≤0.05). The researcher also utilized the stepwise multiple regression to determine the weight of importance of tacit knowledge exchange and sensemaking in the regression model in explaining marketing success. As shown in Table 26, the sensemaking came first and explains 57% of the variance in marketing success. Tacit knowledge exchange was second in rank and together with tacit knowledge exchange explains 59% of the variance in marketing success.

Table 26
Stepwise Multiple Regression Analysis of tacit knowledge exchange and
Sensemaking on Marketing Success.

Order of Constructs in the Regression Model	Adjusted R^2	F Value	T Value	Beta	P Value
Sensemaking	0.57	121.28	6.68	0.62	0.00*
Tacit knowledge exchange	0.59	65.71	2.22	0.21	0.00*

*Significant at p≤0.05
Dependent Variable: **Marketing Success**

Fifth hypothesis (H05):There is no mediating role to tacit knowledge exchange between sales and marketing in the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support" on marketing success, at α≤ 0.05. In order to test the impact of the role of tacit knowledge exchange between sales and marketing in the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support" on marketing success.

The researcher used Smart PLS structural equation modeling Version 3.The use of PLS-SEM is preferred especially when the sample size is small and when there is more than one dependent variable (Hair et al., 2006). Testing the mediating roles of several variables also can be done (Hair et al. 2013). The testing is done in two stages as follows: Stage 1: The impact of independent variables on dependent variable is done first. Afterwards, in stage 2, the impact of independent variables on dependent variable is done through the mediator/mediators as shown in figure 1 and 2 below: Figure .1, shows the direct impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success. The five independent variables explained about (R^2=0.64) of the variance in the marketing success. While socialization opportunity and top management support have significant positive statistical impact β =0.26; T=2.10; P=0.04 β =0.29; T=3.23; P=0.01 On Marketing success respectively, the inter-functional communication. Co-worker trust; inter-functional conflict were not significant (the details

showed in fig.1).This result provides credential to the results of regression analysis mentioned above that showed only socialization opportunity and top management support have significant statistical impact on marketing success but the remaining organizational factors do not have any direct significant statistical impact on marketing success.
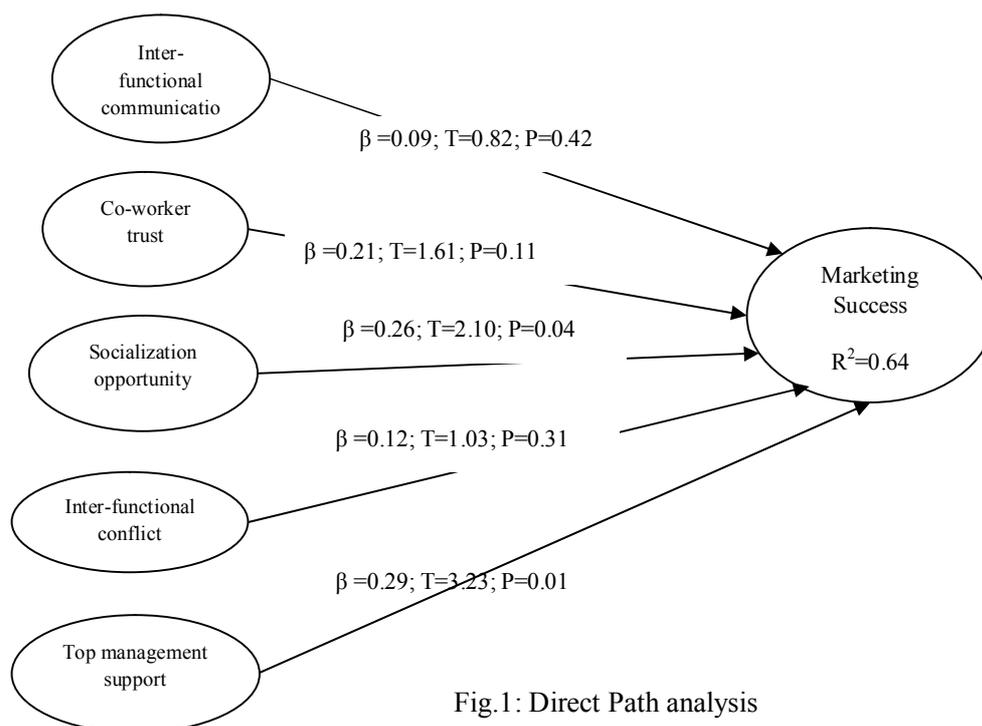

Fig.1: Direct Path analysis

According to Hair et al.(2013) testing the mediating role of any variable can be done in three stages: first, testing the direct impact of independent variable on dependent variable. Second, testing the impact of independent variable on dependent variable with the existence of mediator variable. Third, the indirect paths have to be statistically significant and the direct path has to be weakened or becomes insignificant as result of the introduction of mediator variable. Following the procedure of Hair et al.(2013) can be shown in fig.2 and fig.3, and fig.4 to test hypotheses number five and six as follows:

Stage 1: Testing Direct Impact
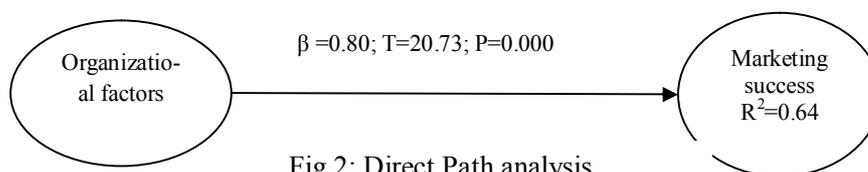
Fig.2: Direct Path analysis

Figure .2, shows the direct impact of organizational factors on marketing success. The impact of organizational factors on marketing success is positive β =0.80; T=20.73; P=0.000 on marketing success and significant.

Stage 2: Indirect Impact

Figure .3, below shows the indirect impact of organizational factors on marketing success via tacit knowledge exchange.
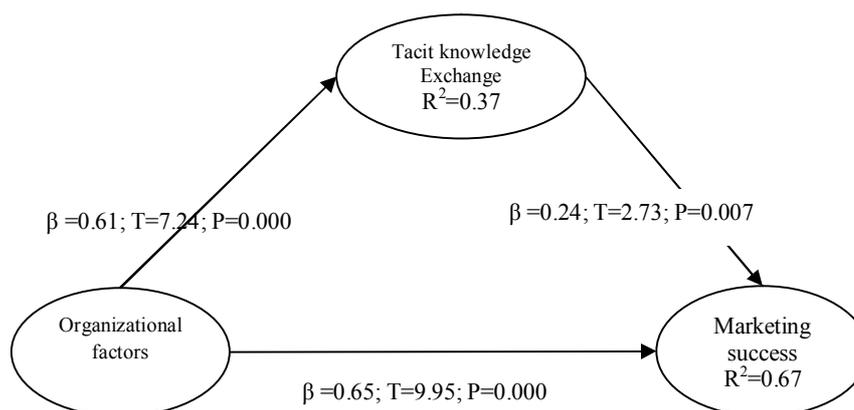

Fig.3: Indirect path analysis

The organizational factors with tacit knowledge exchange are explained (R2=0.67) of the variance in marketing success which is higher than what organizational factors can explain alone in variance of marketing success (R2=0.64). The two indirect baths (organizational factors-tacit knowledge exchange and tacit knowledge exchange-marketing success) were significant β =0.61; T=7.24; P=0.000; β =0.24; T=2.73; P=0.007 respectively. In addition, the power of direct path

(organizational factors-marketing success) was reduced β=0.65; T=9.95; P=0.000 compare with fig.2 which comply with Hair et al.(2013) conditions for a mediating role for a variable. However, it is important to determine the nature of mediating role whether is partial mediating or complete mediating role. In order to do so, the Variance Accounted For (VAF) should be calculated. The VAF indicates how much of the variance of independent variable can be absorb by the mediating variable. According to Hair et al.(2013), the VAF takes three levels of value: less than 20% and one can conclude that no mediation take place; more than 20% and less than 80% indicates that partial mediation is existed, 80% and above showed that full mediation usually taken place. The (VAF) can be calculated by multiplying the coefficients of indirect paths then divided by the product of indirect paths plus the coefficient of direct path. The VAF for tacit knowledge exchange in the impact of organizational factors on marketing success can be calculated as follows: VAF= (0.32*0.70)/ (0.32*0.70) +0.65=0.1838 which less than 20% indicates that there is weak partial mediation taken place. In other words, tacit knowledge exchange does not play any mediating role in the impact of organizational factors on marketing success. Based on the above result, we accept the null hypothesis that states that there is no mediating role for tacit knowledge exchange between sales and marketing in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success, at α≤ 0.05.

Sixth hypothesis (H06): There is no mediating role for organizational sensemaking in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, and top management support) on marketing success, at α≤ 0.05. Following the producers of Hair et al.(2013) above to test the sixth main hypothesis as follows: referring back to fig.2 above, there is significant statistical impact for organizational factors on marketing success. In order to test the mediating role of sensemaking in the impact of organizational factors on marketing success, the two indirect baths (organizational factors-sensemaking and sensemaking-marketing success) should be significant (as shown in fig.4 below). Both paths were significant β =0.75; T=14.55; P=0.000; β =0.39; T=4.06; P=0.000 respectively. The power of direct path also (organizational factors-marketing success) was reduced β =0.50; T=5.65; P=0.000 compare with fig.2 above which is accordance with Hair et al.(2013) guidelines for testing the role of mediating variable. In order to determine the nature of

mediating role, the Variance Accounted For (VAF) should be calculated. The VAF indicates how much of the variance of independent variable can be absorb by the mediating variable.
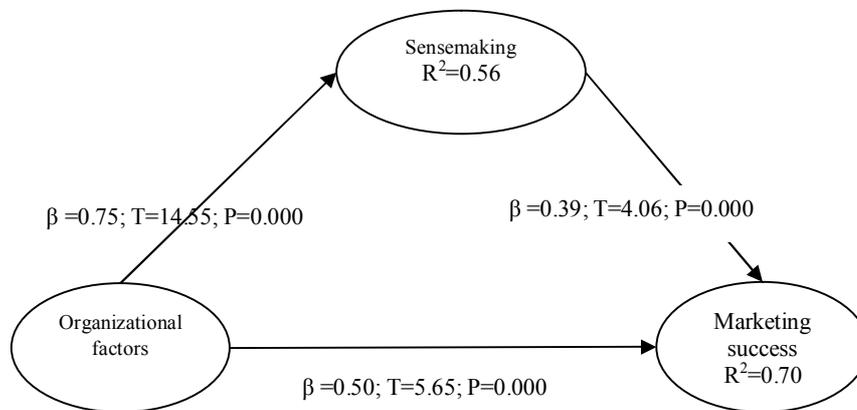

Fig.2: Indirect path analysis

The (VAF) can be calculated by multiplying the coefficients of indirect paths then divided by the product of indirect paths plus the coefficient of direct path. The VAF for sensemaking in the impact of organizational factors on marketing success can be calculated as follows: VAF= (0.75*0.39)/ (0.75*0.39) +0.50=0.3690 which over than 20% and less than 80% which indicates that there is partial mediation role for sensemaking taken place. In other words, sensemaking does plays a partial mediating role in the impact of organizational factors on marketing success. Based on the above result, we reject the null hypothesis that states that there is no mediating role for sensemaking in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success, at $\alpha \leq 0.05$. Based on the hypotheses testing results, we can summarize the research results in table 27.

Table 27
Summary of research results

Null hypothesis	Decision
H01: there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on marketing success**.**	**Rejected**
H02: there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on tacit knowledge exchange.	**Rejected**
H03: there is no significant impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support", on sensemaking.	**Rejected**
H04: there is no significant impact for tacit knowledge exchange and sensemaking on marketing success $\alpha \leq 0.05$.	**Rejected**
H05: There is no mediating role to tacit knowledge exchange between sales and marketing in the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support" on marketing success, at $\alpha \leq 0.05$.	**Accepted**
H06: There is no mediating role for organizational sensemaking in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, and top management support) on marketing success, at $\alpha \leq 0.05$.	**Rejected**

Chapter Five

Research Results; Conclusions, and Recommendations

This study aimed at studying the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, and top management support) on marketing success. To achieve the objectives of this study, the researcher has developed a novel model to measure the impact of organizational factors on marketing success via tacit knowledge exchange and sensemaking. An Extensive literature review has been done to be able to build the research model. The model has three types of constructs: independent variables include inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, and top management support; mediating variables are tacit knowledge exchange and sensemaking, and dependent variable is marketing success. The developed model was applied and tested in the context of Telecommunications companies (Zain, Orange, Umnieh) in Jordan who is successfully implemented and utilized novel, efficient, and effective marketing activities. The study targets the sales people in all managerial levels. Because the targeted companies have limited number of sales personnel, a decision was made to survey all sales in the three Telecommunications companies. Thus, the population of the study becomes its sample. For hypotheses testing, a questionnaire instrument was designed on the basis of constructed model. Prior to data collection, the questionnaire instrument was validated by a number of professors and experts in the domain of this study and working at both public and private universities in Jordan. The questionnaire instrument was validated in terms of clearance, meaning, format, and its ability to measure the constructs included within the research model. Then, the questionnaire instrument was revised to reflect the

comments and suggestions those received by the referees. Afterwards, the questionnaire was distributed to the sample of this study and 93 responses those considered valid for data analysis were obtained. The analysis was conducted using both; Statistical Package for Social Sciences (SPSS 17.0); and Partial Least Square (PLS-SEM) and more particular Smart PLS V.3 which follows the Structural Equation Modeling (SEM) Technique. Following data analysis, the results were obtained; reported, and summarized in chapter four.

5.1: Research Results

The study explored a number of important and significant results that the researcher hopes that they would lead to novel contributions to theory and relevant literature. The researcher also hopes that such results would trigger a number of critical decisions by Telecommunication companies in Jordan and others companies who can applied the research results into their specific contexts. Based on the data analysis and hypotheses testing in chapter 4, the research results generated from this piece of work can be summarized as follows.

- The majority of research respondents (83.9%) are male whilst the remaining (16.1%) are female which is expected result in the Middle eastern culture that give work priority for male rather than female.

- The majority of respondent respondents aged between 26 to 30(45.2%) which indicates that research respondent are mature enough to appreciate in filling the questionnaire carefully and led to valid results.

- The majority of research respondents have bachelor degree (84.9%) while only (15.1%) who completed his/her master degree which indicates that our research respondents are entitled and capable to fill in the research questionnaire accurately and objectively rather than seeking social desires.

- The majority (39.8) of research respondents have between 11 and 15 years of experience which indicates our research respondents in a position to evaluate the applicability of research problem in Telecommunication companies. In addition, they have enough experience to contribute in the research survey and give objective answers for the research questions.

- The majority of research respondents (90.3%) were sales forces while only (9.7%) are sales managers which indicates that the research respondents are the most suitable to answer the research questionnaire as they deal with research problem in their daily basis activities.

- The level of inter-functional communication quality is high in the telecommunication companies from the research respondents' point of views.

- The level of co-worker trust is high in the telecommunication companies from the research respondents' point of views.

- The level of socialization opportunity is high in the telecommunication companies from the research respondents' point of views.

- The level of inter-functional conflict is high in the telecommunication companies from the research respondents' point of views.

- The level of top management support is high in the telecommunication companies from the research respondents' point of views.

- The level of sensemaking is high in the telecommunication companies from the research respondents' point of views

- The level of marketing success (marketing novelty program, relative efficiency, and relative effectiveness) is high in the telecommunication companies from the research respondents' point of views.

- There is significant statistical impact for organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success.

Organizational Factors are a set of factors that are embedded within organizational boundaries (Arnett & Wittmann, 2014).

- There is significant statistical impact for inter-functional communicational quality on marketing success: This is consistent with prior research that maintains that communication quality enhances tacit knowledge exchange because it signals that the relationship between sales and marketing is valued, improves

social ties between the functional areas, and is more highly valued and, therefore, is received more readily (Blazevic & Lievens, 2004; Cavusgil et al., 2003; Lin, 2007). More accurate, adequate and complete communication quality between sales and marketing tends to perceive high tacit knowledge exchange quality (Arnett & Wittmann, 2014)

- There is significant statistical impact for coworker trust, on marketing success: (Arnett & Wittmann, 2014) and found that Coworker trust is positively related to tacit knowledge exchange between sales and marketing. While Lin (2007, p. 415) maintains, "Given that sharing tacit knowledge is a form of sharing power with others, it takes trust between coworkers to share tacit knowledge. However when coworker trust is higher, tacit knowledge exchange tends to be higher (Arnett & Wittmann, 2014).

- There is significant statistical impact for socialization opportunity on marketing success: This is consistent with prior research that maintains that when salespeople have more opportunity to interact with marketers (socialization opportunity are higher) tacit knowledge exchange tend to be highrt (Arnett & Wittmann, 2014). Based on (Eraut, 2000 & Lam, 2000) social ties are necessary for tacit knowledge exchange.

- There is significant statistical impact for inter-functional conflict on marketing success: This is in line with prior research that the inter-functional conflict does not have a significant relationship to tacit knowledge exchange (Arnett & Wittmann 2014). (Ghoniem & El-Tabie 2014) the flow of information between departments, and help to build trust and thereby reduce the areas of inter-functional conflict. This shows that Inter-functional conflict is affected by senior management support, informal integration and joint reward systems (Keitany, 2014). Inter-functional conflict results the role that top management plays in organization while the type of conflict between sales and marketing are less efficient and there is no significant relationship between taci knowledge exchange and inter-functional conflect (Arnett & Wittmann 2014).

- There is significant statistical impact for top management support on marketing success. Top Management support is related significantly to tacit knowledge exchange and when salespeople perceive that top management supports knowledge sharing in the organization, tacit knowledge exchange tend to be higher (Arnett & Wittmann 2014).

- There is significant statistical impact for organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on organizational sensemaking.

- There is significant statistical impact for tacit knowledge exchange and sensemaking on marketing success. Sensemaking enables greater levels of market efficiency and enables learning (Krush, et al., 2013).

- There is no mediating role for tacit knowledge exchange between sales and marketing in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success. In order to test the impact of the role of tacit knowledge exchange between sales and marketing in the impact of organizational factors "inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support" on marketing success. The five independent variables explained about (R2=0.64) of the variance in the marketing success. While socialization opportunity and top management support have significant positive statistical impact β =0.26; T=2.10; P=0.04 β =0.29; T=3.23; P=0.01 On Marketing success respectively, the inter-functional communication. Co-worker trust; inter-functional conflict were not significant (the details showed in fig.1).

    - Socialization and top management support have significant impact on marketing success. This is consistent with prior research that maintains that when salespeople have more opportunity to interact with marketers (socialization opportunity are higher) tacit knowledge exchange tend to be highrt (Arnett & Wittmann, 2014). Based on (Eraut, 2000 & Lam, 2000) social ties are necessary for

tacit knowledge exchange. Top Management support is related significantly to tacit knowledge exchange and when salespeople perceive that top management supports knowledge sharing in the organization, tacit knowledge exchange tend to be higher (Arnett & Wittmann 2014). Senior managers' support for coordination is vital, and its increase sales and marketing collaboration, and strongly reduce inter-functional conflict (Le Menuier-FitzHugh, et al., 2010). However by testing three communicational variables (Massey & Dawes, 2007) found that communication frequency only influenced the quality of communication between the marketing managers and the sales manager, and effective marketing sales manager are positively associated with superior value creation and market performance (Massey 2012). Based on that (Le Menuier-FitzHugh & Piercy, 2010) identified that senior managers plays a critical role in influencing inter-functional conflict, communications, market intelligence and learning. And that senior management plays a pivotal role in creating and improving collaboration between sales and marketing (Le Menuier-FitzHugh & Piercy, 2007) but the remaining organizational factors do not have any direct significant statistical impact on marketing success. According to this result.

- Co-worker trust has not any significant impact on marketing success. (Ferres et al. 2004) interpersonal trust within

organizational contexts tends to concentrate on managers as a referent, largely ignoring the potential social benefits of trust amongst co-workers and summarized the benefits of co-worker trust to be incorporated into new way of thinking about managers and it is implicated for organizational leaders and human resource professional.

- Inter-functional communication quality does not impact marketing success. (Massey & Dawes, 2007) found that communication frequency only influenced the quality of communication between the marketing managers and the sales manager, and effective marketing sales manager are positively associated with superior value creation and market performance (Massey 2012). Based on that (Le Menuier-FitzHugh & Piercy, 2010) identified that senior managers plays a critical role in influencing inter-functional conflict, communications, market intelligence and learning. And that senior management plays a pivotal role in creating and improving collaboration between sales and marketing (Le Menuier-FitzHugh & Piercy, 2007)

- The inter-functional conflict has not any significant impact on marketing success. Senior managers' support for coordination is vital, and its increase sales and marketing collaboration, and

strongly reduce inter-functional conflict (Le Menuier-FitzHugh, et al. 2010). Thus once we have a strong coordination between senior managers we reduce the inter-functional conflict. Accordingly (Le Menuier-FitzHugh & Piercy, 2010) identified that senior managers plays a critical role in influencing inter-functional conflict, communications, market intelligence and learning.

- There is partial mediating role for sensemaking in the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management support) on marketing success.

5.2: Research Conclusions

Based on the research results, the following conclusions can be drawn as follows:

- The socialization opportunity between sales and marketing plays a critical role in the marketing success for telecommunication companies in Jordan.

- Top management support is a necessity for marketing success and tacit knowledge exchange between sales and marketing.

- Socialization opportunity more than top management support plays significant role of marketing success in telecommunication companies in Jordan.

- Sensing telecommunications companies' environment required high level of socialization, inter-functional communication quality, and top management support.

- Facilitating tacit knowledge exchange between sales and marketing department can be achieved by active top management support.

- Sensemaking capability leverages the impact of organizational factors (inter-functional communicational quality, coworker trust, socialization opportunity, inter-functional conflict, top management) support on marketing success.

- The critical role of tacit knowledge exchange between sales and marketing in augmenting marketing success is determined by the active involvement and support of top management.

5.3: Research Recommendations

Based on the research results and conclusions a set of managerial and academics recommendations can be formulated as follows:

5.3.2: Managerial Recommendations

The researcher aims to offer some recommendations that would enhance the marketing success of telecommunications companies and other companies who have similar contextual conditions. The researcher is full of hope and inspiration that his recommendations would be taken seriously into consideration to realize marketing success. Some of the recommendations are directed

towards the practical community to improve tacit knowledge exchange between sales and marketing, sensemaking, and marketing success, as follows:

- Telecommunication companies should activate socialization opportunities between sales and marketing to improve marketing success.

- Telecommunication companies' management should be an idel to ensure tacit knowledge exchange between sales and marketing.

- Telecommunication companies have to ensure that socialization and top management support, and inter-functional communication taking place to activate organization sensing capability.

- Telecommunication companies should activate tacit knowledge exchange and sensemaking before realizing high level of marketing success.

- Telecommunication companies who wish to increase marketing success do not only have to focus on organizational factors but also on sensing capability.

- Some of our recommendations are directed towards the scientific community also aiming to enhance the existing body of knowledge in large and that specifically related to the domain of this study as shown in the next section.

5.3.2: Academics recommendations

This study like any others cross sectional studies is not free of limitations. However, these limitations should not be understood as weak points but as paths for future studies.

Therefore, this study depends mainly on the questionnaire as the only method for data collection. The questionnaire is not free of bias; thus future research can utilize others approach such as interviews or focus group to understand fully the phenomena under investigation. The study results showed that only socialization opportunities and top management support have positive impact on marketing success but not the other factors such as inter-functional communication quality, co-worker trust, inter-functional conflict, future research can find why there is no impact for these variables. In addition, future research can used the current research model as a base and added other independents, moderators, and mediators variables that might increase marketing success. The current study failed to find any mediating role for tacit knowledge exchange between sales and marketing in the impact of organizational factors on marketing success. This result is unexpected and countered the general logic. Thus, future study can re-test and scrutinize the presumed role by using longitudinal data to understand the phenomena under-investigation objectively. Probably the reason behind this result is measures that have been used in the current study. Therefore, Future study should try to develop valid and reliable measure for tacit knowledge exchange between sales and marketing and re-test the current research model at the same context or in others context. The current study depends only on the sales personnel opinion without taking into account the marketing personnel opinions. Future research, can surveyed both sales and marketing opinions and make a comparative study which added more insight for practice and prior literature. As we mentioned earlier the generalisability of the research results is limited to the research sample and the results should be taken with caution. In order to increase the generalisability of the research results, future research can apply the same model but to

wider number of organizations to test and extend the possibility of generalizing the current research model.

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