

# Future Business Journal

## Stimulating Sales and Developing Innovative Skills to Enhance Local Competition for National Industrial Companies in Jordan --Manuscript Draft--

<b>Manuscript Number:</b>	FBUJ-D-24-00229
<b>Full Title:</b>	Stimulating Sales and Developing Innovative Skills to Enhance Local Competition for National Industrial Companies in Jordan
<b>Article Type:</b>	Research
<b>Abstract:</b>	<p>This study investigated the main factors that stimulate sales and develop innovative skills to boost local competition for national industrial companies in Jordan. The current study used an analytical and descriptive approach to collect, classify, analyze, test, and interpret data. The researcher distributed 384 questionnaires to the study sample; 256 questionnaires were retrieved and regarded as valid for analysis with a rate of 69%. The current study concludes that sales stimulation has a direct and positive effect on enhancing local competition. The results also reveal that all dimensions of innovative skills have positive and significant effects on enhancing local competition. Moreover, the analysis results demonstrate that the dimensions of innovative skills mediate the effect of sales stimulation on enhancing local competition. The current study recommends that Jordanian industrial companies enhance and improve local competition by integrating sales strategies with innovative skills and developing a culture of e-commerce that is attractive locally and internationally. Furthermore, collaborating with stakeholders is important to create an environment conducive to innovation and competition.</p> <p>Keywords: Stimulating Sales, E-Commerce, Innovative Skills, Local Competition, Jordanian Industrial Companies</p>

# Stimulating Sales and Developing Innovative Skills to Enhance Local Competition for National Industrial Companies in Jordan

**Bader Ismaeel**

**Department of Management, Faculty of Finance and Business, The World Islamic Sciences  
and Education University (WISE)**

P.O Box 1101, Postal Code 11947, Amman, Jordan

[badreddin.baniismail@wise.edu.jo](mailto:badreddin.baniismail@wise.edu.jo)

<https://orcid.org/0000-0002-0482-6331>

## **ABSTRACT**

The current study aimed to explore the main factors that stimulate sales and develop innovative skills, represented by market research, sales strategies, customer relations, and e-commerce, to enhance local competition for industrial companies in Jordan through quality and efficiency as combined factors that drive competition. Also, how can slowly emerging sales strategies help local industries flourish by keeping pace with developments in the business environment and understanding the needs of individuals that affect sales performance? The study used a descriptive and analytical approach to collect, classify, analyze, test, and interpret the data. The researcher distributed 384 questionnaires to the study sample, of which 256 were retrieved and were valid for analysis, at a rate of 69%. The study concluded that stimulating sales has a direct and positive effect on enhancing local competition. It also showed that all dimensions of innovative skills are linked to enhancing sales and mediating a positive impact on enhancing local competition. Moreover, the analysis of the results showed a direct impact of innovative skills factors on the local competition of the investigated companies. The study recommended that industrial companies in Jordan enhance and improve their competition locally by integrating sales strategies and plans on the one hand and innovative skills on the other hand and developing an e-commerce culture environment that works to play a greater role in competition locally and internationally. Collaboration among stakeholders is also important to create an environment for creativity and competition.

**Keywords:** *Stimulating Sales, E-Commerce, Innovative Skills, Local Competition, Jordanian  
Industrial Companies*

## INTRODUCTION

The concept of sales stimulation is a widely used promotional method by companies that allocate large sums of money for this purpose (Camilleri, 2018). This is due to technological and economic development, high advertising costs, and changes in consumer tastes (Cavenaile & Roldan-Blanco, 2021). Sales promotion takes several forms, such as the commercial approach, where sales promotion began (Ismaeel, 2019). This approach is characterized by the simplicity of the promotional methods and techniques used, such as price reduction and bulk sales (Boutroy, 2022). Promotion according to the consumer is an immediate effort made by the merchant who rarely sees it as a strategic endeavour for the brand, while the distributor sees that the promotion aims to exert influence on sales (Nwe, 2023). There is also a technical approach, whereby promoting sales to professionals in the field of communication has formed a group of commercial and promotional techniques that can be used in various contexts, sometimes far removed from commercial activity (Cartwright, Liu, & Raddats, 2021). Jordan, a country with limited natural resources, relies heavily on imports. Its industrial sector faces many challenges, such as low productivity, weak innovation, high energy costs, and fierce competition from regional and global markets (Sandri, Hussein, & Alshyab, 2020). To overcome these challenges and achieve sustainable economic growth, Jordan needs to stimulate sales and develop the innovative skills of its national industrial companies (Al-Weshah, Kakeesh, & Alhammad, 2022). Therefore, the current study seeks to explore the current status of the industrial sector in Jordan and its contribution to the national economy, the most important obstacles and opportunities for stimulating sales and developing innovative skills in the industrial sector, best practices and examples of successful local industrial strategies from other countries and regions, and policy recommendations and action plans to enhance competitiveness and innovation of national industrial companies in Jordan. Stimulating sales by fostering

1  
2  
3  
4 innovation drives local industrial companies to flourish on the Jordanian national scene (Sultan &  
5 van Dijk, 2023). So, the goals of the current study are to demystify slowly emerging sales  
6 strategies, explain why innovation is the way forward, and reveal how local competition can help  
7 industries thrive. The study will focus on sales activation and developing innovative skills to  
8 understand market conditions, customer needs, pricing strategies, and revenue goals that affect  
9 sales performance. The innovative dimension involves developing new or improved products,  
10 services, processes, or business models that create value for customers and outperform competitors  
11 (Bashir & Verma, 2019). The social dimension focuses on building trust, relationships, and loyalty  
12 with customers, potential customers, and stakeholders through effective communication,  
13 cooperation, and problem-solving (Popova, Kataiev, Nevertii, Kryvoruchko, & Skrynkovskyi,  
14 2020). Enhancing local competition refers to the ability of local companies, production sectors, or  
15 the state to market their products and increase their sales in the face of competition from foreign  
16 goods in domestic and foreign markets (Nuruzzaman, Singh, & Pattnaik, 2019). Therefore, the  
17 dimensions of local competition will be limited to quality, efficiency, and innovation in production  
18 and marketing.

### *The importance of the study*

- **Scientifically**, it contributes to enriching the theoretical and applied knowledge in the marketing and innovative strategies field, providing an original contribution to scientific research in this area. It also offers a scientific reference for researchers and others interested in the subject of the study, while analyzing the industrial reality in Jordan and comparing it with global and regional practices.

- **Practically**, the study provides practical solutions and proposals to national industrial companies in Jordan, aiming to stimulate sales, develop innovative skills, improve their competitiveness in local and international markets, achieve sustainable economic and social growth, and meet the needs and expectations of customers and consumers.

### ***The objectives of the study***

- Explore the current status of Jordan's industrial sector and its contribution to the national economy.
- Identify the significant obstacles and opportunities for improving sales and developing innovative skills within the industrial sector.
- Provide recommendations to enhance the competitiveness and innovation of national industrial companies in Jordan.

### ***Hypotheses of the study***

The following hypotheses have been formulated in the present study to answer its research questions and achieve its objectives:

**H1:** Sales stimulation and innovation (MR, SS, CR, and EC) improve local competition (Q and E) for Jordanian industrial firms.

**H1-1:** MR and audience targeting boost sales and profits and improve local competition for Jordanian industrial firms.

**H1-2:** Effective SS enhance business promotion and improves local competition for Jordanian industrial firms.

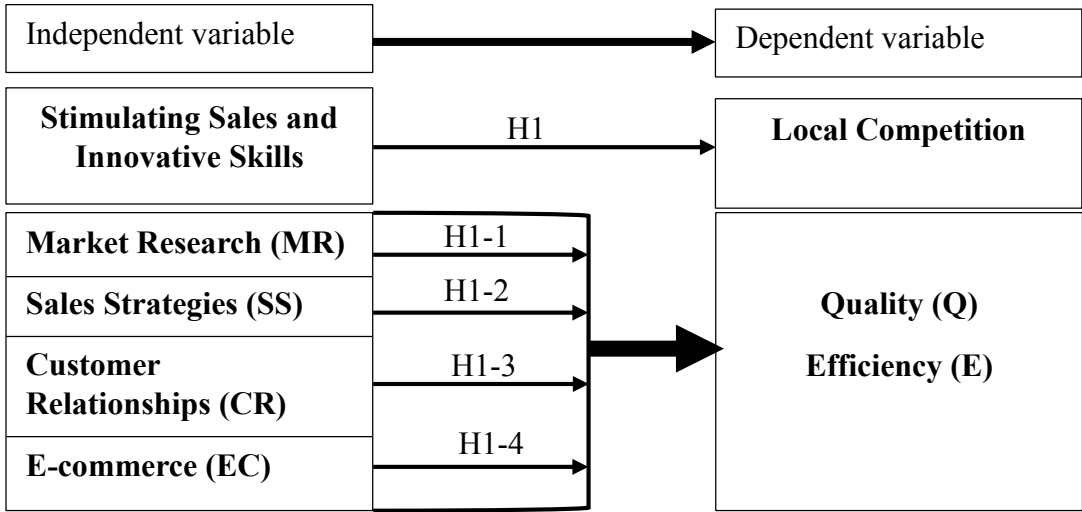
**H1-3:** Strong CR ensure customer satisfaction and loyalty and improves local competition for Jordanian industrial firms.

**H1-4:** EC and digital platforms expand business reach and improve local competition for Jordanian industrial firms.

**Abbreviations:** MR (Market Research), SS (Sales Strategies), CR (Customer Relationships), EC (E-Commerce), Q (Quality), and E (Efficiency).

Figure 1 shows that market research, effective SS, CR, and EC are the independent variables that play a significant role in activating sales and developing innovative skills. On the other hand, the dependent variables are the indicators that measure local competition, specifically Q, and E, in production and marketing. These variables are reflected in the previously mentioned hypotheses.

**Fig. 1 Study model**



**Sources of Independent variables:** (Kampani & Jhamb, 2020), (Purnomo, 2023), (Yoon, Choi, & Sohn, 2008), and (Saeed, Grover, & Hwang, 2005)

**Sources of dependent variables:** (Oates & Schwab, 1988), (Misra, Grimes, & Rogers, 2012), (Yan, Sheng, Yang, Yuan, & Gu, 2023), and (Yao, Xu, & Huang, 2021)

## THE INDUSTRIAL SECTOR IN JORDAN

The industrial sector plays a significant role in Jordan's economy, contributing to the GDP, sustainable development, and international competitiveness ([Kardoosh, 2004, September](#)). It is divided into three sub-sectors, namely manufacturing industries, mining industries, and electricity and water ([JORDAN, 2019](#)). Additionally, there are ten sub-sectors according to Industry Law No. (10) of 2005, such as therapeutic industries, plastic and rubber industries, chemical and cosmetics industries, etc ([Alhawamdeh, 2023](#)). However, the industrial sector in Jordan faces several challenges, including high production, energy, and transportation costs, weak innovation and skills, and intense competition from regional and global markets ([O'Brien, et al., 2022](#)). To overcome these challenges, the government and the private sector are working to develop and implement effective strategies ([Aladwan, AL-Yakoub, & Adaileh, 2022](#)). The industrial sector contributes approximately 25% directly to the gross domestic product, and its indirect contribution is associated with other economic sectors ([Mazur, 2023](#)). Despite its importance, industrial companies in Jordan face various challenges that hinder their growth, such as tax pressures, high costs of energy and raw materials, regional and international competition, weak local demand, administrative and regulatory barriers, and a lack of qualified human resources ([Alshirah, Magablih, & Alsqour, 2021](#)). To improve their competitiveness, local industrial companies are investing in technology and innovation, focusing on quality and international standards, leveraging bilateral and multilateral trade agreements, expanding into foreign markets, cooperating with the public sector and supporting organizations ([Zureiqat & Ostermeier, 2022](#)).

## SALES STIMULATION FOR LOCAL INDUSTRIAL COMPANIES IN JORDAN

Strengthening the Jordanian national economy by increasing local, regional and global competitiveness is a fundamental goal through stimulating sales for Jordanian industrial companies. (Huang, Abu-Salih, & Megdadi, 2013). These companies aim to improve the quality of their products and services by leveraging modern technologies and scientific innovations (Qandah, Suifan, Masa'deh, & Obeidat, 2021). To expand their markets, they seek new export opportunities and take advantage of free trade agreements that Jordan signs with various countries (Khwaileh, 2022). Furthermore, they provide incentives and facilities to customers, such as price reductions, discounts, financing options, and guarantees and after-sales services (Samhan, 2023). Effective marketing and advertising campaigns that highlight the features and benefits of products, and differentiate them from competing products, are also crucial (Abuhashesh, Alshurideh, Ahmed, Sumadi, & Masa'deh, 2021). Finally, industrial companies encourage innovation and creativity by motivating workers to participate in developing ideas and proposals and providing rewards and incentives to the most creative and distinguished employees (ALDABBAS, 2021).

### ***Market Research and Targeting***

Market research is an essential tool for understanding the Jordanian target market, customer needs and expectations, competitors, opportunities, and threats (Dajah & Alshora, 2022). It helps identify key categories of customers, products, and markets that are feasible and priority, and define differentiation, positioning, pricing, and promotion strategies (Shammout, 2020).

### ***Developing effective sales and marketing strategies***

Developing effective sales and marketing strategies is based on analyzing market research results and establishing goals, plans, budgets, and key performance indicators (Alqudah, O. M. A. A.,



2023). Such strategies aim to increase customer awareness, interest, desire, and action, and convert potential customers into permanent ones (Kilani, 2021).

### ***Building and Maintaining Customer Relationships***

Customer relationships are vital in achieving customer loyalty, satisfaction, recommendation, and repeat business (Al-Diabat, 2022). They include a set of activities and practices aimed at providing added value to customers, meeting their needs and expectations, solving their problems, and listening to and responding to their feedback (Alshurideh, et al., 2023).

### ***Benefiting from e-commerce and digital platforms***

Industrial companies can also benefit from e-commerce and digital platforms, which provide an excellent opportunity to reach broader, larger, and more diverse markets, and present products in an attractive, convenient, and easy way (Al-Adwan, Alrousan, Al-Soud, & Al-Yaseen, 2019). E-commerce and digital platforms help reduce costs and increase efficiency, flexibility, innovation, interactivity, personalization, and scale (Mohammad Salameh, Ahmad, Zulhumadi, & Abubakar, 2018).

## **DEVELOPING THE INNOVATIVE SKILLS OF LOCAL INDUSTRIAL COMPANIES**

Local industrial companies can develop innovative skills by investing in R&D, encouraging a culture of innovation, forming partnerships, and offering training programs for employees. as follows:

***Investing in research and development (R&D)*** involves creating or improving new and innovative products, services or processes based on scientific or technical knowledge (Freihat & Kanakriyah, 2017). R&D helps generate new ideas, test them, and apply them in the market, thereby increasing

1  
2  
3  
4 added value, quality, and efficiency (Ghannajeh, et al., 2015). According to (Al-Hyari & Al-Nsour,  
5  
6 2020) study, Jordan spent only 0.34% of its GDP on R&D in 2018, which is lower than the average  
7  
8 spending of Arab countries (0.47%) and European countries (2.06%). Therefore, Jordanian  
9  
10 industrial companies need to increase their investments in this field and benefit from government  
11  
12 support, international grants, and academic partnerships (Abu-Rumman, Khdair, & Khdair, 2020).  
13  
14

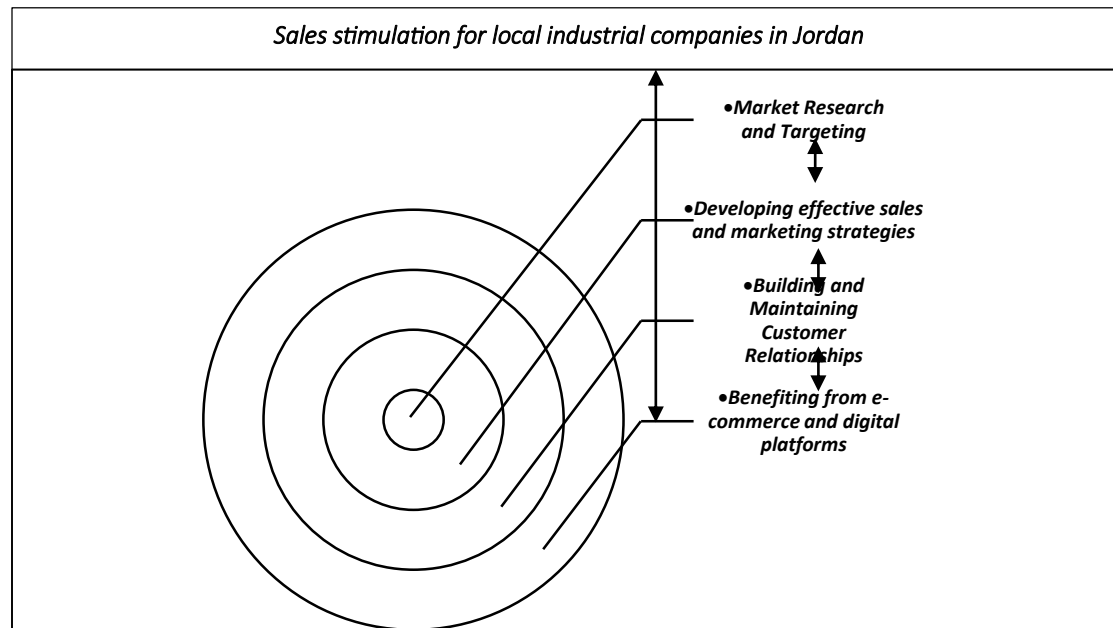
15  
16  
17 ***Encouraging a culture of innovation*** involves fostering values, beliefs, and behaviors that support  
18  
19 and stimulate the innovative process in the organization (Carmona, Gomes, & da Costa, 2020). An  
20  
21 innovation culture includes factors such as strategic vision, supportive leadership, empowerment  
22  
23 and engagement, continuous learning and improvement, tolerance for mistakes and risk,  
24  
25 collaboration and communication, and motivation and reward (Morris, Ma, & Wu, 2014). A culture  
26  
27 of innovation helps foster creativity, flexibility, and adaptation to changes in the external  
28  
29 environment (Do, Yeh, & Madsen, 2016). According to (Al-Sa'di, Abdallah, & Dahiyat, 2017)  
30  
31 study conducted on a sample of small and medium-sized Jordanian industrial companies, there is  
32  
33 a positive and significant relationship between comprehensive innovation management and  
34  
35 organizational development. Therefore, Jordanian industrial companies need to embrace a culture  
36  
37 of innovation as part of their identity and values and reinforce it through appropriate practices and  
38  
39 policies (Alawamleh, Bani Ismail, Aqeel, & Alawamleh, 2019).  
40  
41  
42  
43  
44  
45  
46

47 ***Cooperation and partnerships for innovation*** involve exchanging knowledge, resources, and  
48  
49 expertise between various parties concerned with the innovative process, such as companies,  
50  
51 universities, research centers, government institutions, and civil society (Carayannis & Campbell,  
52  
53 2011). Collaboration and partnerships help achieve mutual benefits, such as saving time and cost,  
54  
55 increasing quality and efficiency, improving competitiveness, expanding markets and  
56  
57 opportunities, and enhancing trust and relationships (Manfredi & Capik, 2022). According to the  
58  
59  
60  
61  
62  
63  
64  
65

Jordanian Innovation Center for the Fourth Industrial Revolution, the center aims to enhance cooperation and partnerships between the private, public, and academic sectors in the fields of innovation and technology (Alkhawaldeh, Al Momani, Nour, Jamaludin, & Abdullah, 2021). Therefore, Jordanian industrial companies need to engage in local, regional, and international cooperation networks, platforms, and partnerships and benefit from the opportunities and challenges presented by the Fourth Industrial Revolution (Adaileh & Alshawawreh, 2021).

***Training and development programs for employees*** involve providing them with the knowledge, skills, and abilities necessary to improve their performance and better accomplish their tasks (Rodriguez & Walters, 2017). Training and development programs help raise the level of efficiency and productivity, increase loyalty and belonging, reduce absenteeism and turnover rates, and improve the work climate and job satisfaction (Nguyen & Duong, 2020). Training and development programs need to be proportionate to the needs and expectations of employees and the organization, consistent with overall objectives and strategies, and renewed and updated with changes in the external environment (Ogbeibu, et al., 2023). Jordanian industrial companies need to allocate sufficient budget for training and development programs, implement them in effective and innovative ways, and evaluate them with clear and objective criteria (Hyasat, Al-Weshah, & Kakeesh, 2022). Fig. 2 shows an integration relationship among the sales stimulation factors

**Fig. 2 The integration relationship of the sales stimulation factors**



*Source: formulated by the researcher by adopting previous literature of Kampani & Jhamb (2020), Purnomo (2023), Yoon, et al., (2008), and Saeed, et al., (2005)*

The figure above demonstrates how local industrial companies can achieve a comprehensive integration of the sales stimulation factors. By adopting a holistic and synergistic approach, each factor complements and reinforces the other, creating a positive feedback loop that enhances the overall performance and outcomes of the companies. Through market research and targeting, companies can identify and segment their customers, develop effective sales and marketing strategies, and build and maintain customer relationships to increase customer loyalty and advocacy. Additionally, companies can benefit from e-commerce and digital platforms to offer more convenience and value to their customers. By doing so, they can achieve a sustainable competitive advantage and higher levels of sales stimulation in both local and global markets.

## **ENHANCING LOCAL COMPETITION FOR NATIONAL INDUSTRIAL COMPANIES**

1  
2  
3  
4 Increasing the competitiveness of national industrial companies locally and internationally by  
5  
6 benefiting from government support, encouraging exports, and comprehensive improvement of  
7  
8 quality standards and industrial technical exploitation, according to (Jiang, Tang, & Huang, 2023).  
9  
10 is through obtaining government support and encouraging industry, including tax exemption,  
11  
12 customs protection, grants, and participation in conferences and exhibitions. It is also possible to  
13  
14 employ Government support in reducing costs, enhancing revenues, and increasing  
15  
16 competitiveness. The Jordanian National Strategy 2020-2025 refers to improving the economy and  
17  
18 enhancing the business environment and the ability to purchase through digital platforms  
19  
20 (European Bank for Reconstruction and Development, 2020). In addition to exploiting the  
21  
22 available support and communicating with relevant authorities to submit proposals and requests  
23  
24 for improvement. Furthermore, to employ production and marketing strategies directed towards  
25  
26 foreign exports instead of restricting them locally (Jum'a, Ikram, Alkalha, & Alaraj, 2022).  
27  
28 Companies can benefit from economies of scale, diversify sources of income, and improve  
29  
30 reputation and prestige (Ahmed, Shaukat, & AlDhaen, 2023). National industrial companies  
31  
32 should encourage export-oriented strategies and benefit from free trade agreements that Jordan  
33  
34 signs with different countries (Almasri, 2021). Quality Standards and Certifications apply  
35  
36 requirements and specifications that determine the level of performance, efficiency, safety, and  
37  
38 social and environmental responsibility of products, services, and processes (Alkayed & Omar,  
39  
40 2023). By obtaining quality certificates and implementing quality management systems,  
41  
42 companies can improve performance and efficiency, increase customer satisfaction, and reduce  
43  
44 errors and complaints (Alshourah, 2021). National industrial companies should improve quality  
45  
46 standards and certifications and take advantage of available institutional and regulatory support  
47  
48 (Alzubi & Akkerman, 2022). Technology and Industry Initiative to the effective and innovative  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

1  
2  
3  
4 use of technology and scientific knowledge to improve quality, efficiency, and added value (Al-  
5  
6 Khatib & Al-ghanem, 2022). Companies can benefit from investing in technology and adopting  
7  
8 industry initiatives. National industrial companies should take advantage of technology and  
9  
10 industry initiatives to improve their performance and competitiveness (Al-Abdallah & Al-Salim,  
11  
12 2021).  
13  
14  
15  
16  
17

## 18 **CASE STUDIES AND BEST PRACTICES IN JORDANIAN INDUSTRIAL COMPANIES**

21 According to Al-Abdallah & Al-Salim (2021) there are certain strategies that local Jordanian  
22  
23 industrial companies can follow to achieve profitability, growth and competitiveness in both the  
24  
25 local and international markets. One example of such a company is the Arab Potash Company  
26  
27 which has a strategy focused on excellence in quality, efficiency and innovation (Ahmad, Rami,  
28  
29 Maram, Raed, & Mustafa, 2022). They invest in research and development, technology and human  
30  
31 resources, and cooperate with strategic partners, suppliers and customers (Al-Badayneh, 2021).  
32  
33  
34 Additionally, they are committed to social and environmental responsibility (Jamal & Alzoubi,  
35  
36 2023). They also take advantage of their geographical location, natural resources and free trade  
37  
38 agreements that Jordan has signed with various countries (KHWAILEH, 2020). On the other hand,  
39  
40 certain international industrial companies possess best practices that enable them to achieve  
41  
42 leadership and excellence in the global market (Al-Hyari K. , 2021). For instance, Toyota follows  
43  
44 a lean production strategy which aims to reduce waste and costs while increasing value, quality  
45  
46 and customer satisfaction (Deshmukh, Gangele, Gope, & Dewangan, 2022). They use a  
47  
48 comprehensive quality management system that aims to improve performance, efficiency and  
49  
50 innovation at all levels of the organization (Betegon, et al., 2021). They also rely on the Kaizen  
51  
52 philosophy which aims at continuous learning and improvement in all processes (Kelendar, 2020).  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

Jordanian industrial companies often face intense competition regionally and internationally as a result of rapid changes, legal and customs restrictions, scarce financing, and scarcity of resources, which poses a major challenge to them (Abaddi & AL-Shboul , 2024). Therefore, they need the ability to adopt and adapt strategies and practices that are compatible and favorable to the external environment and take advantage of the opportunities and threats posed by the 4<sup>th</sup> Industrial Revolution (AL-Zyadat, et al., 2022). Here are some recommendations that can help with this:

- Developing and improving the quality of products and services provided to customers by benefiting from modern technologies and scientific innovations.
- Expanding the scope of target markets, searching for new export opportunities and benefiting from the free trade agreements that Jordan has signed with different countries.
- Providing incentives and facilities to customers such as reducing prices, offering discounts, financing purchases and providing guarantees and after-sales services.
- Implementing effective marketing and advertising campaigns that use various media, highlight the advantages and benefits of products and clarify competitive differences from competing products.
- Encouraging innovation and creativity in industrial companies by motivating workers to participate in developing ideas and proposals and providing rewards and incentives to creative and distinguished people.

## **METHODOLOGY**

### ***Study strategy***

The study style involved a descriptive and field approach. Relevant information was gathered from sources and literature about the subject and the dimensions of the study. To collect primary data,

the researcher developed a questionnaire. This questionnaire was distributed to several professionals involved in the marketing process, such as marketing managers, sales managers, CR managers, general managers and operations managers. The objective of the questionnaire was to determine the level of achievement in dimensions related to activating sales and innovative skills, as well as enhancing local competition. The researcher used the field method to gather data from primary sources. The study aimed to analyze the impact of stimulating sales on the local competition of Jordanian industrial companies.

### *Study population, and sample size selection*

The study population of 251,000 employees spread across 53 industrial companies in Jordan, according to (SDC of Jordan, 2023) and (Jordan Chamber Of Industry, 2023). The researcher distributed questionnaires to the marketing and administrative staff in these companies based on the selected sample shown below. The following formula was used to determine the appropriate sample size for a study and this equation assumes a confidence level of 95%, a margin of error of 5%, and a population Proportion of 50%: (Sharma, Mudgal, Thakur, & Gaur, 2020)

$$n = \frac{z^2 p (1 - p)}{e^2}$$

whereas,

$n$  = sample size,  $Z$  = confidence coefficient  $P$  = proportion of the population

$e$  = Margin of Error

We get the following values:  $Z = 1.96$ ,  $P = 0.5$ ,  $e = 0.05$



Therefore, the sample size is:

$$n = \frac{(1.96^2)(0.5)(1 - 0.5)}{0.05^2} \approx 384$$

Accordingly, the number of distributed questionnaires reached (384) questionnaires and (265) valid questionnaires were retrieved for analysis, with a retrieval rate of (69%).

### ***Statistical methods***

The study data was analyzed using the SPSS. The data was collected through a questionnaire, and the Cronbach Alpha test was used to measure the consistency coefficient of the study tool. A simple regression test was conducted to measure the relationship between the independent and dependent variables, using an F-test to test hypotheses. Additionally, a multiple regression test was performed to determine the impact of sales stimulation on the levels of local competition (Pallant, 2020).

## **RESULTS AND DISCUSSIONS**

### ***Study Tool stability***

*Table 1. Cronbach's Alpha Reliability Coefficient for the Study Tool*

	<b>Cronbach's Alpha</b>
Stimulating Sales and Innovative Skills	0.812
Local Competition	0.745
<b>Study Tool</b>	<b>0.849</b>

The Cronbach Alpha formula was used to calculate the reliability of the study tool and the overall value was found to be .849, as shown in Table 1. These percentages were deemed acceptable for this study as they exceeded the acceptable rate according to Sekaran & Bougie (2019).

### ***Hypothesis Testing***

**H1:** Sales stimulation and innovation (MR, SS, CR, and EC) improve local competition (Q and E) for Jordanian industrial firms.

To examine the primary hypothesis, a multiple regression analysis was conducted to determine the effect of sales stimulation (MR, SS, CR, and EC) on enhancing local competition (Q and E). The results are presented in Tables 2, 3, and 4 below.

**Table 2. Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.989 <sup>a</sup>	.978	.977	.83110	.978	2856.793	4	260	.000

a. Predictors: (Constant), EC, SS, CR, MR

b. Dependent Variable: Local Competition

**Table 3. ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7893.016	4	1973.254	2856.793	.000 <sup>b</sup>
	Residual	179.588	260	.691		
	Total	8072.604	264			

a. Dependent Variable: Local Competition

b. Predictors: (Constant), EC, SS, CR, MR

**Table 4. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
	(Constant)	.555	.257		2.154	.032
	SS	-.133	.040	-.070	-3.292	.001
1	MR	1.285	.129	.922	9.944	.000
	CR	-.425	.126	-.309	-3.369	.001
	EC	.624	.045	.449	13.924	.000

a. Dependent Variable: Local Competition

$$\text{Local Competition} = 0.555 - 0.133SS + 1.285MR - 0.425CR + 0.624EC$$

Table 2 shows the results of the regression model. Table 3 provides information on the ANOVA test and Table 4 displays all dependent variables that are statistically significant at  $\alpha \leq 0.05$ . According to Table 2, sales stimulation along with its dimensions accounted for 0.978 of the coefficients of determination  $R^2$  in the local competition along with its dimensions. The F-value = 2856.793 with a Sig. level = 0.000 is statistically significant at the  $\alpha \leq 0.05$  level. This finding indicates that sales stimulation has a positive impact on enhancing local competition. Therefore, the main hypothesis has been accepted.

**H1-1:** MR and audience targeting boost sales and profits and improve local competition for Jordanian industrial firms.

To test the first sub-hypothesis, a regression analysis was conducted to determine the impact of MR on enhancing local competition. The results are handed out in Table 5 below.

**Table 5: Linear Regression Analysis for the 1<sup>st</sup> Sub-Hypothesis**

Dependent Variable	Model Summary	ANOVA	Coefficient
--------------------	---------------	-------	-------------

	R	R <sup>2</sup>	F	D.F.	Sig.	Statement	B	St. E	$\beta$	t	Sig. t
Local					F*						
Competition											
	.980	.960	6316.772	1	0.006	MR	.852	0.017	0.980	79.478	0.000

The data presented in Table 5 shows that there is a correlation between the variables, with a magnitude of 98.0%. The correlation coefficient (R) is equal to 0.980, indicating a strong correlation. The MR dimension is deemed significant for local competition. The determination coefficient value ( $R^2$ ) of 0.960 indicates that this dimension accounts for 96.0% of the observed variability in local competition. The ANOVA table shows that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 6316.772 at 1 degree of freedom and a significance level of sig = 0.006. The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.852 and a T value of 79.478 at a level of significance of sig = 0.000 and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that there is a statistically significant impact of MR on enhancing local competition in Jordanian industrial companies.

**H1-2:** Effective SS enhance business promotion and improves local competition for Jordanian industrial firms.

To test the second sub-hypothesis, a regression analysis was done to show the impact of SS on enhancing local competition. The results are handed out in Table 6 below.

**Table 6: Linear Regression Analysis for the 2<sup>nd</sup> Sub-Hypothesis**

Dependent	Model	ANOVA	Coefficient
Variable	Summary		

	R	R <sup>2</sup>	F	D.F.	Sig.	Statement	B	St. E	$\beta$	t	Sig. t
Local					F*						
Competition											
	.866	.750	789.134	1	0.045	SS	1.695	0.058	0.866	28.092	0.000

The data in Table 6 indicates that there is a strong correlation between the variables, with a magnitude of 86.6%. The correlation coefficient (R) is 0.866, which is a significant indicator of a strong correlation. The SS dimension significantly affects local competition, and the determination coefficient value ( $R^2$ ) of 0.750 shows that this dimension accounts for 75.0% of the observed variability in local competition. The results of the ANOVA table show that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 789.134 at 1 degree of freedom and a significance level of sig = 0.045. The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.866 and a T value of 28.092 at a level of significance of sig = 0.000 and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that SS has a statistically significant impact on enhancing local competition in Jordanian industrial companies.

**H1-3:** Strong CR ensure customer satisfaction and loyalty and improves local competition for Jordanian industrial firms.

To test the third sub-hypothesis, a regression analysis was done to illustrate the impact of CR on enhancing local competition. The results are discovered in Table 7 below.

**Table 7: Linear Regression Analysis for the 3<sup>rd</sup> Sub-Hypothesis**

Dependent	Model	ANOVA	Coefficient
Variable	Summary		

	R	R <sup>2</sup>	F	D.F.	Sig.	Statement	B	St. E	$\beta$	t	Sig. t
Local					F*						
Competition											
	0.975	0.951	5153.183	1	0.000	CR	1.238	0.019	0.975	71.786	0.000

Table 7 presents data indicating a strong correlation between variables, with a magnitude of 97.5%. The correlation coefficient (R) has a value of 0.975. The CR dimension is significant in the context of local competition, accounting for 95.1% of the observed variability in local competition. The regression is statistically significant at a level of  $\alpha \leq 0.05$ , as shown by the ANOVA table, which displays an F value of 5153.183 at 1 degree of freedom and a significance level of sig = 0.000. The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.866 and a T value of 71.786 at a level of significance of sig = 0.000 and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, suggesting that CR has a statistically significant impact on enhancing local competition in Jordanian industrial companies.

**H1-4:** EC and digital platforms expand business reach and improve local competition for Jordanian industrial firms.

To test the fourth sub-hypothesis, a regression analysis was conducted to show the impact of EC on enhancing local competition. The results are discovered in Table 8 below.

**Table 8: Linear Regression Analysis for the 4<sup>th</sup> Sub-Hypothesis**

Dependent Variable	Model Summary	ANOVA					Coefficient				
	R	R <sup>2</sup>	F	D.F.	Sig.	Statement	B	St. E	$\beta$	t	Sig. t
Local					F*			E			
Competition											
	0.973	0.946	4620.931	1	0.018	EC	0.860	0.02	0.973	67.977	0.000

The data presented in Table 8 indicates a strong correlation between the variables of 97.3%. The correlation coefficient (R) is 0.973, which is a significant value. The EC dimension is found to be significant for local competition, accounting for 94.6% of the observed variability. The ANOVA table shows that the regression is statistically significant at a level of  $\alpha \leq 0.05$ , with an F value of 4620.931 at 1 degree of freedom and a significance level of  $\text{sig} = 0.018$ . The coefficient table confirms the significance of the coefficient  $\beta$ , which has a value of 0.973 and a T value of 67.977 at a level of significance of  $\text{sig} = 0.000$  and  $\alpha \leq 0.05$ . The analysis supports the alternative hypothesis, indicating that there is a statistically significant impact of EC on enhancing local competition among Jordanian industrial companies.

## RESULT DISCUSSION

Through testing the hypotheses and analyzing the data collected in the current study, the results showed that stimulating sales as a main dimension directly and positively affects the local competitive situation of the companies surveyed, and this is attributed to their ability to enhance their competitive position in the local market and employ marketing strategies and campaigns capable of increasing their sales and maintaining Have a market share as required. This is agreed with the study (Ofosu-Boateng & Agyei, 2020) which showed the role of stimulating sales as a key factor in increasing market share and increasing loyalty and profitability. Also, the results of the current study show that each variable of innovative skills has a significant and positive impact on improving the local competitive position of the surveyed companies, which is attributed to its role in employing market research as an important dimension in addition to sales strategies, employing e-commerce, and durability relationships with customers in enhancing and improving local competition, which is consistent with a study of (Dyduch, Chudziński, Cyfert, &

Zastempowski, 2021), that showed that innovative skills are crucial in providing customers value meeting their needs, and response to changing market conditions. Furthermore, the independent sub-variables of innovative skills and sales stimulation combined have an intervention effect on quality and efficiency as two dimensions in the local competition of the surveyed companies, which indicates the extent to which sales stimulation affects the competitive situation through its impact on innovation factors, which is attributed to the role of sales stimulation as a direct driver of local competition and indirectly enhancing innovative skills. Among the surveyed companies - which distinguishes the interconnected relationship between independent workers in their four dimensions and enhances the role of its tools of research, strategy, relations, and electronic leadership in enhancing local competition, which is consistent with the study of Koehorst, et al., (2021). As a result of some spatial restrictions of some of the branches of the surveyed companies, the researcher used some reports from their general departments to link and interpret the answers so that they are more objective. Time constraints also made it difficult for the researcher to obtain answers from a larger sample, as the study was limited to a period that ranged between 3 to 4 months.

## CONCLUSION

Based on the current results, Jordanian national industrial companies must focus on developing innovative methods that keep pace with changes in the business environment on an ongoing basis, in addition to strengthening sales strategies to increase local competition and enhance their competitive position, which enables them to obtain a competitive advantage in the local and international market. It is necessary to note the complementary and interconnected role of the factors of stimulating sales and developing innovative skills in enhancing each other. This requires adopting a comprehensive and integrated approach that brings together these two factors in the



1  
2  
3  
4 business strategies of the companies studied. In addition, the varying effects on local competition  
5  
6 require companies to take into account the important role of market research, customer  
7  
8 relationships, sales strategies, and e-commerce as creative skill dimensions, and to modify methods  
9  
10 and techniques for stimulating sales according to the extent of the variation. Market research can  
11  
12 help determine customer needs and preferences, while sales strategies help design and develop  
13  
14 marketing campaigns and effective pricing policies. Also, the current results indicate that  
15  
16 stimulating sales and developing innovative skills affects stakeholders such as the government, the  
17  
18 private sector, and society in general, and this requires cooperation and alliance between the  
19  
20 companies studied and stakeholders to create an environment conducive to innovation and  
21  
22 supportive competition. The government and the private sector can provide support and assistance  
23  
24 financially, technically, and organizationally to these companies. The community can also benefit  
25  
26 from the environmental and social opportunities created by these companies.  
27  
28  
29  
30  
31  
32  
33

34 The researcher recommends that the surveyed companies rely on effective and more efficient  
35  
36 technology to stimulate their sales in light of what the business sector is witnessing in the world in  
37  
38 general and Jordan in particular, such as providing marketing and promotional campaigns capable  
39  
40 of stimulating and attracting targeted customers to increase their sales and acquire an acceptable  
41  
42 market share, which means maintaining their competitive position locally. And internationally. It  
43  
44 is also necessary to constantly develop innovative tools that constitute technical and design skills  
45  
46 on an ongoing basis and keep pace with developments in the industry and business environment  
47  
48 as a whole, such as conducting market research, developing and designing sales strategies, creating  
49  
50 durability relationships with customers, and enhancing electronic commerce methods, and this in  
51  
52 turn creates a competitive advantage externally and locally. The current study recommends that  
53  
54 the government and the private sector support industrial companies in stimulating their sales,  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

1  
2  
3  
4 facilitating export methods, developing their innovative skills through financial, technical, and  
5  
6 regulatory support, and creating an environment conducive to innovation and competition.  
7  
8  
9

## 10 11 12 **REFERENCES** 13 14

- 15 Abaddi, S., & AL-Shboul , M. D. (2024). “Revealing the hidden”—challenges facing early digital  
16  
17 entrepreneurs in Jordan. *Management & Sustainability: An Arab Review*, 3(1), 69-88.  
18  
19  
20  
21 Abuhashesh, M. Y., Alshurideh, M. T., Ahmed, A. E., Sumadi, M., & Masa'deh, R. E. (2021). The  
22  
23 effect of culture on customers’ attitudes toward Facebook advertising: the moderating role  
24  
25 of gender. *Review of International Business and Strategy*, 31(3), 416-437.  
26  
27  
28  
29 Abu-Rumman, G., Khdair, A. I., & Khdair, S. I. (2020). Current status and future investment  
30  
31 potential in renewable energy in Jordan: An overview. *Heliyon*, 6(2), 1-8.  
32  
33  
34  
35 Adaileh, M., & Alshawawreh, A. (2021). Measuring digital transformation impact in Jordan: A  
36  
37 proposed framework. *Journal of Innovations in Digital Marketing*, 2(1), 15-28.  
38  
39  
40 Ahmad, H., Rami, H., Maram, A., Raed, H., & Mustafa, H. (2022). A study of the Impact of Supply  
41  
42 Chain Management on the Competitive Advantage and Customer Satisfaction of Arab  
43  
44 Potash Firm in Jordan Via Social Media Websites. *The seybold Report Journal*, 17(12),  
45  
46 193-201.  
47  
48  
49  
50 Ahmed, E., Shaukat, A., & AlDhaen, E. (2023). A Review of the Recent Developments in the  
51  
52 Higher Education Sector Globally and in the GCC Region. *Artificial Intelligence and*  
53  
54 *Transforming Digital Marketing*, 635-651.  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

- 1  
2  
3  
4 Al-Abdallah, G. M., & Al-Salim, M. I. (2021). Green product innovation and competitive  
5  
6 advantage: an empirical study of chemical industrial plants in Jordanian qualified industrial  
7  
8 zones. *Benchmarking: An International Journal*, 28(8), 2542-2560.  
9  
10  
11  
12 Al-Adwan, A. S., Alrousan, M., Al-Soud, A., & Al-Yaseen, H. (2019). Revealing the black box of  
13  
14 shifting from electronic commerce to mobile commerce: The case of Jordan. *Journal of*  
15  
16 *theoretical and applied electronic commerce research*, 14(1), 51-67.  
17  
18  
19  
20 Aladwan, S. A., AL-Yakoub, T. A., & Adaileh, A. M. (2022). Challenges of knowledge  
21  
22 management in the public sector: evidence from the King Abdullah Award for Excellence  
23  
24 in Jordan. *The TQM Journal*, 34(6), 1896-1913.  
25  
26  
27  
28 Alawamleh, M., Bani Ismail, L., Aqeel, D., & Alawamleh, K. J. (2019). The bilateral relationship  
29  
30 between human capital investment and innovation in Jordan. *Journal of Innovation and*  
31  
32 *Entrepreneurship*, 8(1), 1-17.  
33  
34  
35  
36 Al-Badayneh, G. (2021). The Impact of Strategic Awareness on Enhancing Organizational  
37  
38 Immunity System: An Applied Study on Jordanian Food Manufacturing Companies.  
39  
40 *International Review of Management And Marketing*, 11(2), 47-58.  
41  
42  
43  
44 ALDABBAS, H. (2021). *Linking perceived organisational support and employee creativity:*  
45  
46 *examining the roles of work engagement, intrinsic motivation, and extrinsic rewards.*  
47  
48 Doctoral dissertation, The British University in Dubai (BUiD).  
49  
50  
51  
52 Al-Diabat, B. (2022). Customer relationship management and customer loyalty: Examining the  
53  
54 mediating role of business process management. *Uncertain Supply Chain Management*,  
55  
56 10(4), 1103-1110.  
57  
58  
59  
60  
61  
62  
63  
64  
65

- 1  
2  
3  
4 Alhawamdeh, M. E. (2023). *The Implementation of E-Marketing Strategies to Enhance the*  
5  
6  
7 *Competitiveness of the Tourism Sector: The Case of Jordan*. (Doctoral dissertation, Alliant  
8  
9 International University).
- 10  
11  
12 Al-Hyari, J., & Al-Nsour, M. (2020). The Impact of Total Innovation Management on  
13  
14 Organizational Development in Jordanian Small and Medium-sized Industrial  
15  
16 Ccompanies. *Jordan Journal of Business Administration*, 16(1), 195-211.
- 17  
18  
19  
20 Al-Hyari, K. (2021). The influence of TQM on export performance of manufacturing SMEs in  
21  
22 Jordan. *Jordan Journal of Business Administration*, 17(4), 505-529.
- 23  
24  
25  
26 Alkayed, H., & Omar, B. F. (2023). Determinants of the extent and quality of corporate social  
27  
28 responsibility disclosure in the industrial and services sectors: the case of Jordan. *Journal*  
29  
30 *of Financial Reporting and Accounting*, 21(5), 1206-1245.
- 31  
32  
33  
34 Al-Khatib, A. W., & Al-ghanem, E. M. (2022). Radical innovation, incremental innovation, and  
35  
36 competitive advantage, the moderating role of technological intensity: evidence from the  
37  
38 manufacturing sector in Jordan. *European Business Review*, 34(3), 344-369.
- 39  
40  
41  
42 Alkhawaldeh, K. A., Al Momani, K. D., Nour, A. N., Jamaludin, N., & Abdullah, W. W. (2021).  
43  
44 The relationship between intellectual capital in the Fourth industrial revolution and firm  
45  
46 performance in Jordan. In A. E. Allam Hamdan, *The Fourth Industrial Revolution:*  
47  
48 *Implementation of Artificial Intelligence for Growing Business Success* (pp. 71-97).  
49  
50 Springer Cham.
- 51  
52  
53  
54 Almasri, S. (2021). The political economy of nationality-based labor inclusion strategies: A case  
55  
56 study of the Jordan Compact. *Middle East Critique*, 30(2), 185-203.
- 57  
58  
59  
60  
61  
62  
63  
64  
65

- 1  
2  
3  
4 Alqudah, O. M. A. A., O. A. (2023). The Influence of E-Marketing Mix Strategy on Organizational  
5  
6 Performance: An Empirical Analysis of Jordanian Smes. *International Journal of*  
7  
8 *Professional Business Review*, 8(6), 1-16.  
9
- 10  
11 Al-Sa'di, A. F., Abdallah, A. B., & Dahiyat, S. E. (2017). The mediating role of product and process  
12  
13 innovations on the relationship between knowledge management and operational  
14  
15 performance in manufacturing companies in Jordan. *Business Process Management*  
16  
17 *Journal*, 23(2), 349-376.  
18  
19
- 20  
21 Alshirah, A., Magablih, A., & Alsqour, M. (2021). The effect of tax rate on sales tax compliance  
22  
23 among Jordanian public shareholding corporations. *Accounting*, 7(4), 883-892.  
24  
25
- 26  
27 Alshourah, S. (2021). Total quality management practices and their effects on the quality  
28  
29 performance of Jordanian private hospitals. *Management Science Letters*, 11(1), 67-76.  
30  
31
- 32  
33 Alshurideh, M., Kurdi, B., Alhamad, A., Hamadneh, S., Alzoubi, H., & Ahmad, A. (2023). Does  
34  
35 social customer relationship management (SCRM) affect customers' happiness and  
36  
37 retention? A service perspective. *Uncertain Supply Chain Management*, 11(1), 277-288.  
38  
39
- 40  
41 Al-Weshah, G., Kakeesh, D., & Alhammad, F. (2022). Entrepreneurial marketing in Jordanian  
42  
43 SMEs: Initiatives and challenges. *Entrepreneurial Rise in the Middle East and North*  
44  
45 *Africa: The Influence of Quadruple Helix on Technological Innovation*, 67-91.  
46  
47
- 48  
49 Alzubi, E., & Akkerman, R. (2022). Sustainable supply chain management practices in developing  
50  
51 countries: An empirical study of Jordanian manufacturing companies. *Cleaner production*  
52  
53 *letters*, 2, 100005.  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

- 1  
2  
3  
4 AL-Zyadat, A., Alsaraireh, J., Al-Husban, D., Al-Shorman, H., Mohammad, A., Alathamneh, F., &  
5  
6 Al-Hawary, S. (2022). The effect of industry 4.0 on sustainability of industrial  
7  
8 organizations in Jordan. *International Journal of Data and Network Science*, 6(4), 1437-  
9  
10 1446.  
11  
12  
13  
14  
15 Bashir, M., & Verma, R. (2019). Internal factors & consequences of business model innovation.  
16  
17 *Management Decision*, 57(1), 262-290.  
18  
19  
20 Betegon, M. T., González, V. B., Ramírez, N. B., Arce, A. M., De Guzmán, J. R., & Calvo, F. J.  
21  
22 (2021). Quality management system implementation based on Lean Principles and ISO  
23  
24 9001: 2015 Standard in an Advanced Simulation Centre. *Clinical Simulation in Nursing*,  
25  
26 51, 28-37.  
27  
28  
29  
30  
31 Boutroy, E. (2022). Minimalism and lightweight backpacking in France: A material culture of  
32  
33 detachment. In *Market Detachment* (pp. 51-66). Routledge.  
34  
35  
36 Camilleri, M. A. (2018). Integrated marketing communications. In *Travel Marketing, Tourism*  
37  
38 *Economics and the Airline Product* (pp. 85-103). Springer International Publishing.  
39  
40  
41  
42 Carayannis, E. G., & Campbell, D. F. (2011). Open innovation diplomacy and a 21st century fractal  
43  
44 research, education and innovation (FREIE) ecosystem: building on the quadruple and  
45  
46 quintuple helix innovation concepts and the “mode 3” knowledge production system.  
47  
48 *Journal of the Knowledge Economy*, 2, 327-372.  
49  
50  
51  
52 Carmona, L. D., Gomes, G., & da Costa, D. L. (2020). Elements of organizational culture that  
53  
54 encourage innovation development. *Revista de Administração FACES Journal*, 08-26.  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65

- 1  
2  
3  
4 Cartwright, S., Liu, H., & Raddats, C. (2021). Strategic use of social media within business-to-  
5  
6 business (B2B) marketing: A systematic literature review. *Industrial Marketing*  
7  
8 *Management*, 97, 35-58.  
9
- 10  
11  
12 Cavenaile, L., & Roldan-Blanco, P. (2021). Advertising, innovation, and economic growth.  
13  
14 *American Economic Journal: Macroeconomics*, 13(3), 251-303.  
15  
16
- 17  
18 Dajah, S., & Alshora, M. (2022). The Impact of Innovative Marketing on Competitive Advantage  
19  
20 in Renewable Energy Companies in Jordan. *The Journal of Business and Retail*  
21  
22 *Management Research*, 16(2), 86-96.  
23  
24
- 25  
26 Deshmukh, M., Gangele, A., Gope, D. K., & Dewangan, S. (2022). Study and implementation of  
27  
28 lean manufacturing strategies: A literature review. *Materials Today: Proceedings*, 62,  
29  
30 1489-1495.  
31  
32
- 33  
34 Do, B. R., Yeh, P. W., & Madsen, J. (2016). Exploring the relationship among human resource  
35  
36 flexibility, organizational innovation and adaptability culture. *Chinese Management*  
37  
38 *Studies*, 10(4), 657-674.  
39  
40
- 41  
42 Dyduch, W., Chudziński, P., Cyfert, S., & Zastempowski, M. (2021). Dynamic capabilities, value  
43  
44 creation and value capture: Evidence from SMEs under Covid-19 lockdown in Poland.  
45  
46 *Plos one*, 16(6), e0252423. 1-28.  
47  
48
- 49  
50 European Bank for Reconstruction and Development. (2020, January 27). *Jordan Country Strategy*  
51  
52 *2020-2025*. Retrieved from ESCWA: <https://andp.unescwa.org/ar/plans/1156>  
53  
54
- 55  
56 Freihat, A. F., & Kanakriyah, R. (2017). Impact of R&D expenditure on financial performance:  
57  
58 Jordanian evidence. *European Journal of Business and Management*, 9(32), 73-83.  
59  
60  
61  
62  
63  
64  
65

- Ghannajeh, A. M., AlShurideh, M., Zu'bi, M. F., Abuhamad, A., Rumman, G. A., Suifan, T., & Akhorshaideh, A. O. (2015). A qualitative analysis of product innovation in Jordan's pharmaceutical sector. *European Scientific Journal*, 11(4), 474-503.
- Huang, L., Abu-Salih, M., & Megdadi, Y. (2013). Factors influencing the formulation of effective marketing strategies of Chinese businesses operating in Jordan. *International Journal of Business and Social Science*, 4(2), 156-169.
- Hyasat, A. S., Al-Weshah, G. A., & Kakeesh, D. F. (2022). Training needs assessment for small businesses: The case of the hospitality industry in Jordan. *Geo Journal of Tourism and Geosites*, 40(1), 20-29.
- Ismaeel, B. (2019). The mediating effect of advertising and sales promotion on the relationship between consumer trends and marketing effectiveness in telecommunications companies in Jordan. *(International Journal of Sales & Marketing Management Research and Development*, 9(1), 75-90.
- Jamal, H. J., & Alzoubi, K. Y. (2023). The Impact of Compliance with Regulations and Laws in Reducing Strategic Contradiction Field Study: Arab Phosphate and Potash Mining Companies. *Migration Letters*, 20(S10), 1028-1039.
- Jiang, Y., Tang, L., & Huang, C. (2023). Does environmental regulation improve firms' export product quality? Empirical evidence based on China's key regional air pollution and control policy. *Journal of Cleaner Production*, 433, 139822.
- Jordan Chamber Of Industry. (2023, June 2). *Industrial Sector*. Retrieved from Jordan Chamber Of Industry: <https://jci.org.jo/Chamber/About/20159?l=en>



- JORDAN, G. (2019). *Jordan's tourism sector analysis and strategy for sectoral improvement*.  
<https://hp.icon-institute.de/wp-content/uploads/2019/10/giz2019-0123en-tourism-sector-analysis-strategy-jordan.pdf>.
- Jum'a, L., Ikram, M., Alkalha, Z., & Alaraj, M. (2022). Factors affecting managers' intention to adopt green supply chain management practices: evidence from manufacturing firms in Jordan. *Environmental Science and Pollution Research*, 29(4), 5605-5621.
- Kampani, N., & Jhamb, D. (2020). Analyzing the role of e-crm in managing customer relations: A critical review of the literature. *Journal of Critical Review*, 7(4), 221-226.
- Kardoosh, M. A.-K. (2004, September). Qualifying industrial zones and sustainable development in Jordan. *Post Conflict Reconstruction: Selected Papers from the Eleventh Annual Conference Economic*, (pp. 153-233).
- Kelendar, H. (2020). Lean thinking from Toyota manufacturing to the health care sector. *Res Med Eng Sci*, 8(5), 913-923.
- Khwaileh, K. (2022). *The US-Jordan free trade agreement: benign or malign for the economic development of Jordan?*. Doctoral dissertation, Macquarie University.
- KHWAILEH, K. M. (2020). *JORDAN'S INTERNATIONAL TRADING REGIME AND INTEGRATION WITH THE ARAB REGION THROUGH TRADE LIBERALISATION*. Doctoral dissertation, Macquarie University.
- Kilani, Y. M. (2021). SMART Business Role in Supporting Marketing Strategies among Telecommunication Organizations Injordan. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(6), 4568-4582.

- 1  
2  
3  
4 Koehorst, M. M., van Deursen, A. J., van Dijk, J. A., & de Haan, J. (2021). A systematic literature  
5  
6 review of organizational factors influencing 21st-century skills. *Sage Open*, 11(4), 1-16.  
7  
8  
9  
10 Liu, Z., Qian, Q., Hu, B., Shang, W. L., Li, L., Zhao, Y., . . . Han, C. (2022). Government regulation  
11  
12 to promote coordinated emission reduction among enterprises in the green supply chain  
13  
14 based on evolutionary game analysis. *Resources, Conservation and Recycling*, 182,  
15  
16 106290.  
17  
18  
19  
20 Manfredi, E., & Capik, P. (2022). A case of trust-building in the supply chain: Emerging  
21  
22 economies perspective. *Strategic Change*, 31(1), 147-160.  
23  
24  
25  
26 Mazur, M. P. (2023). *Economic growth and development in Jordan*. Taylor & Francis.  
27  
28  
29 Mensah, E. A., & Boakye, K. A. (2023). Conceptualizing post-COVID 19 tourism recovery: A  
30  
31 three-step framework. *Tourism Planning & Development*, 20(1), 37-61.  
32  
33  
34  
35 Misra, K., Grimes, P., & Rogers, K. (2012). Does competition improve public school efficiency?  
36  
37 A spatial analysis. *Economics of Education Review*, 31(6), 1177-1190.  
38  
39  
40 Mohammad Salameh, A. A., Ahmad, H., Zulhumadi, F., & Abubakar, F. M. (2018). Relationships  
41  
42 between system quality, service quality, and customer satisfaction: M-commerce in the  
43  
44 Jordanian context. *Journal of Systems and Information Technology*, 20(1), 73-102.  
45  
46  
47  
48 Morris, L., Ma, M., & Wu, P. C. (2014). *Agile innovation: The revolutionary approach to*  
49  
50 *accelerate success, inspire engagement, and ignite creativity*. John Wiley & Sons.  
51  
52  
53  
54 Nguyen, C., & Duong, A. (2020). The impact of training and development, job satisfaction and job  
55  
56 performance on young employee retention. *Job Satisfaction and Job Performance on Young*  
57  
58  
59  
60  
61  
62  
63  
64  
65

Employee Retention. *International Journal of Future Generation Communication and Networking*, 13(3), 373-386.

Nuruzzaman, N., Singh, D., & Pattnaik, C. (2019). Competing to be innovative: Foreign competition and imitative innovation of emerging economy firms. *International Business Review*, 28(5), 101490.

Nwe, Z. H. (2023). *Customer Purchase Intentions and Buying Behavior at Oppl Lighting Products*. Doctoral dissertation, MERAL Portal.

Oates, W., & Schwab, R. (1988). Economic competition among jurisdictions: efficiency enhancing or distortion inducing?. *Journal of public economics*, 35(3), 333-354.

O'Brien, T., Bui, N. N., Frasher, E., Garcia, F., Hani, F., Protzer, E., . . . Hausmann, R. (2022). *What Will It Take for Jordan to Grow?*. CID Faculty Working Paper Series.

Ofosu-Boateng, I., & Agyei, S. D. (2020). EFFECT OF CUSTOMER SATISFACTION AND MARKETING COMMUNICATION MIX ON CUSTOMERS'LOYALTY IN THE GHANAIAN BANKING INDUSTRY. *European Journal of Management and Marketing Studies*, 5(4), 22-40.

Ogbeibu, S., Emelifeonwu, J., Pereira, V., Oseghale, R., Gaskin, J., Sivarajah, U., & Gunasekaran, A. (2023). Demystifying the roles of organisational smart technology, artificial intelligence, robotics and algorithms capability: A strategy for green human resource management and environmental sustainability. *Business Strategy and the Environment*, 1-20.

- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. UK: McGraw-hill education.
- Perosino, L. (2023). Deconstructing the market: agrarian change and social differentiation in Jordan. *The Journal of Peasant Studies*. <https://doi.org/10.1080/03066150.2023.2287093>, 1-18.
- Popova, N., Kataiev, A., Nevertii, A., Kryvoruchko, O., & Skrynkovskyi, R. (2020). Marketing aspects of innovative development of business organizations in the sphere of production, trade, transport, and logistics in VUCA conditions. *Studies of Applied Economics*, 38(4), 1-14.
- Purnomo, Y. J. (2023). Digital marketing strategy to increase sales conversion on e-commerce platforms. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), 54-62.
- Qandah, R., Suifan, T. S., Masa'deh, R. E., & Obeidat, B. Y. (2021). The impact of knowledge management capabilities on innovation in entrepreneurial companies in Jordan. *International Journal of Organizational Analysis*, 29(4), 989-1014.
- Rodriguez, J., & Walters, K. (2017). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 3(10), 206-212.
- Saeed, K., Grover, V., & Hwang, Y. (2005). The relationship of e-commerce competence to customer value and firm performance: An empirical investigation. *Journal of Management Information Systems*, 22(1), 223-256.

- Samhan, A. (2023). *The Impact of Strategic Orientations on the Competitive Advantages of Jordanian Commercial Banks*. Doctoral dissertation, Alliant International University.
- Sandri, S., Hussein, H., & Alshyab, N. (2020). Sustainability of the energy sector in Jordan: Challenges and opportunities. *Sustainability*, 12(24), 10465.
- SDC of Jordan. (2023, June 20). *Public Shareholding Companies - Industry Sector*. Retrieved from Securities Deposit ory Center: [https://www.sdc.com.jo/english/index.php?option=com\\_public&member\\_cat=900&member\\_sub\\_cat=4](https://www.sdc.com.jo/english/index.php?option=com_public&member_cat=900&member_sub_cat=4)
- Shammout, E. (2020). *Cultural orientation and materialism in Jordan: Consumer perceptions of brand luxury*. Doctoral Thesis. Australia: Charles Sturt University.
- Sharma, S. K., Mudgal, S. K., Thakur, K., & Gaur, R. (2020). How to calculate sample size for observational and experimental nursing research studies. *National Journal of Physiology, Pharmacy and Pharmacology*, 10(1), 1-8.
- Sultan, S., & van Dijk, M. P. (2023). Role of Promotion Policies to Stimulate the Dynamics and Innovation of Clusters: The Case of Palestine. In *Industry Clusters and Innovation in the Arab World: Challenges and Opportunities* (pp. 205-224). Emerald Publis.
- Ullah, R., Ahmad, H., Rehman, F. U., & Fawad, A. (2023). Green innovation and Sustainable Development Goals in SMEs: The moderating role of government incentives. *Journal of Economic and Administrative Sciences*, 39(4), 830-846.

- 1  
2  
3  
4 Yan, J., Sheng, Y., Yang, M., Yuan, Q., & Gu, X. (2023). Local government competition, new  
5  
6 energy industry agglomeration and urban ecological total factor energy efficiency: A new  
7  
8 perspective from the role of knowledge. *Journal of Cleaner Production*, 429, 139511.  
9  
10  
11  
12 Yao, J., Xu, P., & Huang, Z. (2021). Impact of urbanization on ecological efficiency in China: An  
13  
14 empirical analysis based on provincial panel data. *Ecological Indicators*, 129, 107827.  
15  
16  
17  
18 Yoon, D., Choi, S. M., & Sohn, D. (2008). Building customer relationships in an electronic age:  
19  
20 The role of interactivity of E-commerce Web sites. *Psychology & Marketing*, 25(7), 602-  
21  
22 618.  
23  
24  
25  
26 Zureiqat, G., & Ostermeier, M. (2022). *The Impact of Trade and Investment Policies on Productive*  
27  
28 *and Decent Work. Country Report for Jordan*. Geneva - Switzerland: International Labour  
29  
30 Organization.  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65