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## The Effect of Holistic Marketing on Brilliant Performance: An analytical research in the General Company for Food Products/The Headquarters

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### Abstract:

The current study investigated the role of holistic marketing in ambidextrous performance through conducting an analytical study. The study aimed at identifying the reality of the application of holistic marketing, its dimensions, and the ambidextrous performance and its dimensions in the General Company for Food Products, affiliated with the Ministry of Industry and Minerals. The research problem was diagnosed by the scarcity of studies that combine the two research variables, especially in the Iraqi industrial sector, as far as the researcher knows. Most of these research studies focused on one variable individually due to the novelty of the field of knowledge related to holistic marketing and ambidextrous performance, which constituted a knowledge gap worthy of research and investigation. This research relied on the questionnaire as the main tool for collecting data, as the questionnaires were distributed to (186) persons at various administrative levels (senior, middle, and executive). One of the most important results of the research is that there is a direct and positive effect of holistic marketing on ambidextrous performance.

**Paper type:** Analytical research.

**Keywords:** Marketing, Holistic Marketing, Ambidextrous Performance, General Company for Food Products.

## **1.Introduction:**

The marketing industry has experienced a significant shift as a result of the difficulties organizations have in adjusting to a dynamic marketplace and changing demands from their customers. Marketing has changed over time from a narrow focus on giving consumers what they want to a more complete strategy where organizations use a holistic approach to create and provide value to customers in certain market segments. This in turn led to the emergence of the concept of holistic marketing, which includes a group of types of marketing that organizations can use to serve their products, desires, and achieve their goals. On the other hand, ambidextrous performance in organizations refers to the ability to achieve a balance between two contradictory strategies: exploration (searching for new ideas, innovation, and growth opportunities) and exploitation (using existing resources, skills, and capabilities to achieve immediate profit). Organizations that adopt ambidextrous performance in their operations are able to manage current requirements and discovering future opportunities, enabling it to enhance innovation, maintain competitive advantage, ensure long-term sustainability, and enhance financial performance. In this regard, holistic marketing and ambidextrous performance are essential components of every company's success plan that aims to achieve excellence and sustainability in the current business climate.

### **1.1 Literature Review:**

There are many studies that have discussed holistic marketing. Such as, Al-Yasiri (2020) determined the level of interest in holistic marketing and the methods used to address it in private Iraqi banks. The study aimed to provide an appropriate mechanism that enhances marketing programs and activities. One of the most important findings of the study is the lack of application of the concept of holistic marketing in most organizations within their work due to the novelty of the topic. However, it was found that this research had been applied indirectly by using activities and programs under other names. Jomon (2021) applied to the banking sector, education sector, and IT sector in Kerala, India. This study aimed to analyze the impact of holistic marketing dimensions on the business performance of service companies in the state of Kerala. The results showed that holistic marketing is an important strategy for the success of a company in a competitive environment nowadays. Dawood (2022) focused on the role of holistic marketing in enhancing competitiveness. The study was applied in the Salah al-Din Communications and Information Directorate. one of the most important goals it sought was to diagnose the extent to which the philosophy of holistic marketing has been adopted in the organization under investigation. The results showed great interest among sample members in the subject of marketing in general and holistic marketing in particular. This is due to the interest and awareness of officials in the organization to the importance of marketing in achieving rapid and efficient access to new consumers. Ahmed et al (2023) analyzed contemporary innovations in marketing by discussing holistic marketing and green marketing. The study aimed to prove that green marketing is holistic marketing. One of the findings of the study is that adopting holistic marketing may not be easy in the short term, but in the long term it will certainly have a positive impact on the organization by generating a competitive advantage in the market.

There are many studies that have discussed ambidextrous performance. Such as, Ardito et al (2018) aimed to examine whether changes in business processes help companies reconcile exploration and exploitation learning activities within the company's field. The most important findings of the study are that there is a strong positive relationship between innovations in production processes, information technology, and ambidextrous performance. Al-Ghazi (2020) identified the potential and capabilities of the company regarding entrepreneurial leadership and ambidextrous performance as well as the extent of their availability on the ground. The study was applied to the Dhi Qar Governorate Office, and the research community consisted of (60) employees in senior leadership. The most important finding of the study is that the practice of entrepreneurial leadership by leaders enhances the employee's willingness to assume the responsibilities and duties assigned to them. Abdel Karim (2020) clarified the role of the

dimensions of entrepreneurial decision-making in ambidextrous performance and which dimensions are most relevant and influential in ambidextrous performance. It was applied in the Petroleum Products Distribution Company in Baghdad, and a sample of (196) administrative leaders was selected. One of the findings of the study is that entrepreneurial decision-making clearly contributes to achieving ambidextrous performance. Ismail et al (2022) identified the risks of cloud computing on company performance using the theory of ambidextrous performance. The most important finding of this study is that the risks associated with cloud computing limit the exploration efforts of the company, such as entering a new market, producing new products, and identifying new customers. Moreover, the risks of cloud computing obstruct the exploitation operations of the company, which include competing in the current market with current customers and current products.

There are also some studies that discussed holistic marketing and ambidextrous performance. Such as, Al-Taie and Al-Kalabi (2017) focused on holistic marketing across its dimensions (internal marketing, performance marketing, relationship marketing, integrated marketing) and marketing ambidextrous across its dimensions (exploitation, exploration). The study was applied to a sample of Iraqi banks in the provinces of Baghdad and Najaf. Among the results reached by the study is the presence of clarity among banks regarding the dimensions of holistic marketing through the use of modern technology that contributes to improving performance. Tirado et al (2019) analyzed a holistic model of the marketing approach, based on the theory of ambidextrous. This study was applied in Spanish banks. One of its most important findings is that market orientation facilitates the development of dynamic exploratory capabilities in bank branches, and this in turn affects their ability to exploitation knowledge through marketing capabilities, which leads to higher performance.

The research problem was characterized by the scarcity of studies that combine the two research variables, especially in the Iraqi industrial sector, as far as the researcher knows. Most of these research studies focused on one variable individually due to the novelty of the field of knowledge related to holistic marketing and ambidextrous performance, which constituted a knowledge gap worthy of research and investigation. From this standpoint, the field problem was diagnosed for research in one of the most important industrial companies, which is the General Company for Food Products, affiliated with the Ministry of Industry and Minerals. through preliminary interviews conducted by the two researchers in the company, it was revealed that the company's limited knowledge of holistic marketing methods and ambidextrous performance and how to apply them. Accordingly, the research problem was formulated with the following question: (What is the effect of holistic marketing and its dimensions on ambidextrous performance?)

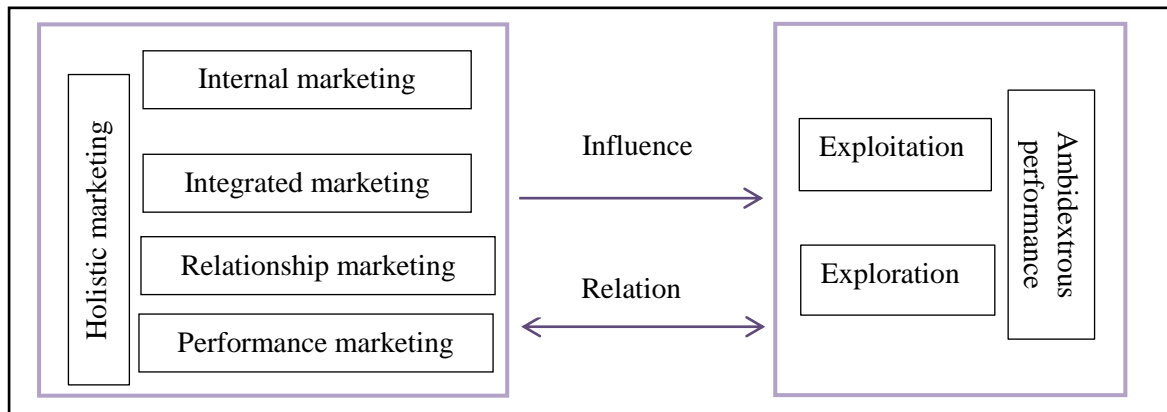
The aim of the research is to identify the reality of the application of holistic marketing, its dimensions, and ambidextrous performance and its dimensions in the General Company for Food Products.

## **2. Material and Methods:**

The research deals with a detailed presentation that includes the research model, research hypotheses, data collection tools, statistical analysis methods, the research community and sample, as follows:

### **2.1 Research Model:**

Through the research problem and objectives, the research model was developed that expresses the relationship between its variables and the directions of influence on them. The independent variable in this research represents holistic marketing and its dimensions (internal marketing, integrated marketing, relationship marketing, performance marketing), while ambidextrous performance represents the dependent variable, which consists of the following dimensions (exploitation, exploration). Figure (1) shows the research model.



**Figure 1:** Hypothetical Diagram of the Research

Source: Prepared by the two researchers.

## 2.2 Research Hypotheses:

The research included the following two hypotheses about the reality of the company under study:

H1. There is a statistically significant correlation between holistic marketing and its dimensions of ambidextrous performance and its dimensions combined in the company under study.

H2. There is a statistically significant effect of holistic marketing and its dimensions on the ambidextrous performance and its dimensions combined in the company under study.

## 2.3 Data Collection Tools:

The current research relied on the questionnaire as the main tool for collecting data related to the practical aspect. The researchers designed the questionnaire by developing the standards used in Arab and foreign studies that dealt with the topic of the current research and making some modifications to it to suit the reality of the company under study. Table (1) shows the variables dealt with in the questionnaire and the measures that were relied upon.

**Table 1:** The Structure of the Questionnaire Adopted in the Research

Key variables	Paragraphs	Scales
Holistic marketing	1-28	(Kotler & Keller,2016) (Al-Zarkani,2018) (Kovács et al.,2021)
Ambidextrous Performance	29-40	(Tamayo-Torres et al.,2017) (Pertusa-Ortega et al.,2021)

Source: The table was made by the two researchers based on the aforementioned sources.

## 2.4 Methods of Statistical Analysis :

The researchers used various statistical methods to achieve the research objectives and test their hypotheses. They used the programs (Excel 2016) and (SPSS V.25) as follows:

- Calculate the standard deviation, arithmetic mean, and coefficient of variation.
- Calculate correlation and simple regression coefficients.
- Cronbach's Alpha was used to examine the reliability of the questionnaire items.

## 2.5 Research Community and Sample:

A. Research community: The General Company for Food Products, affiliated with the Ministry of Industry and Minerals, was chosen as the research community.

B. Research sample: The sample consisted of (186) persons working at the senior, middle, and executive levels in the General Company for Food Products.

### **2.6.1 The Concept of Holistic Marketing:**

In the early twenty-first century, a new term was introduced in marketing with the aim of serving organizations to maintain their leading position in the markets, this concept is called holistic marketing which is an integrated marketing concept (Miletic and Stojiljkovic, 2018). Holistic marketing represents a marketing strategy that is developed by thinking about the business as a whole, and when using this strategy every aspect of the business must be taken into consideration (Hajikulov, 2020). Marketing must be holistic and not limited to one (specialized) department, and the development of holistic marketing fundamentally changes the role of the marketing department in the organization as the level of marketing is raised to the level of the organization (Aslan et al, 2021). Therefore, a need has arisen for a paradigm shift towards holistic marketing, which recognizes the new scope and complexity of marketing and seeks to harmonize old methods with innovative ones (Eshmamatovich, 2021).

The two researchers believe that holistic marketing is a broad and integrated concept that works to link the programs of the organization, operations and activities and make them part of the marketing activities to achieve organizational goals, and establish successful relationships among all parties related to the organization, including employees, customers, and other competing and non-competing organizations. Attention must also be given to society and the effects that the organization may have on the environment.

### **2.6.2 Dimensions of Holistic Marketing**

The current research relied on the dimensions identified by (Kotler and Keller, 2016), which include (internal marketing, integrated marketing, relationship marketing, and performance marketing), as follows:

A. Internal Marketing: Internal marketing has been proposed as a management philosophy to treat employees as internal customers, in addition to designing jobs as internal products to satisfy and motivate employees. Therefore, it provides high-quality products that meet the desires of external customers (Qiu et al., 2022). As employees are considered one of the organization's key resources, they represent human capital, which must be developed, trained, and provided with new skills and capabilities (Mahdi and Jatheer, 2020). Internal marketing helps organizations improve organizational effectiveness as a result of all employees assuming responsibility by enabling them to accomplish their work (Anis and Abbas, 2011). For the success of the internal marketing process, organizations must have good internal communication between all administrative levels. It is the basis of interaction between employees and enables them to carry out their tasks effectively (Salman et al, 2023).

B. Integrated Marketing: When all departments of the organization work together to serve the interests of customers, the result is integrated marketing. Integrated marketing is implemented on two levels: First, different marketing functions must work together (sales, advertising, customer service, product management, and marketing research). All these functions are coordinated from the customer's point of view. Second, other departments must adopt marketing (Kotler, 2001). The idea behind integrated marketing is that marketers can reach target customers more frequently and more effectively by using a variety of different media, (Burbulea and Gangan, 2022).

C. Relationship Marketing: The importance of relationship marketing is increasing as it is an approach that leads to achieving benefits for both the organization and its partners by providing added value to the parties with whom the organization deals, whether they are (employees, shareholders, customers, suppliers, distributors, or the community) (Al-Qaisi, 2015). The satisfaction of those with whom the organization deals is a strategic and fundamental goal for it, which must be the focus of any organization that aims to be successful and superior now and in the future (Kareem and Al-Jnabi, 2018). Organizations nowadays are no longer able to operate as independent units without partners because of their critical role and direct impact on the business environment and the organization's profits (Al-Zubaidi and Taiser, 2022).



D. Performance Marketing: Performance marketing requires understanding the tangible and intangible returns to organizations and societies through marketing programs and activities (Nurtjahjadi, 2013). Therefore, organizations must go beyond traditional financial performance measures such as sales revenues, profit levels, and market share and use non-financial performance measures such as legal, ethical, social, and environmental impacts (Wu et al., 2016). Performance marketing consists of three main aspects, namely; (i) performance with respect to customers in terms of satisfaction and pleasure (ii) performance with respect to the organization in terms of sales, profit, growth, property rights, and customer acquisition and retention (iii) performance with respect to society and the environment in terms of fairness, justice, and sustainability) (Nasef et al., 2021).

#### **2.7.1 The Concept of Ambidextrous Performance:**

Ambidexterity is the ability of the organization to leverage existing assets and the ability to seek out and seize new opportunities under the name of "exploitation" and "exploration", which is referred to as dexterity (Armour, 2015). Ambidexterity performance starts from the premise that organizations are able to align exploration with exploitation. In other words, it is able to invest its knowledge and at the same time, explore new areas that will be able to generate sustainable organizational results (Tirado et al, 2019). Ambidexterity performance is the ability of the organization to use more than one method to perform more than one function simultaneously and manage conflict in the organization in order to achieve its goals (Al-Hashmawi et al, 2020). Ambidextrous performance is also linked to achieving success in the long term, as it aims to achieve a balance between exploration and exploitation simultaneously (Abdel Karim and Dawoud, 2021).

The researchers believe that ambidextrous performance is the ability of the organization to combine exploitation and exploration activities and balance them by taking advantage of current opportunities and developing them to achieve efficiency in its operations (exploitation) as well as searching for new opportunities in new areas to adapt to the changing environment (exploration).

#### **2.7.2 Dimensions of Ambidextrous Performance:**

Two of the most important dimensions of ambidextrous performance, which most researchers agreed upon, are (exploitation and exploration). They will be explained as follows:

A. Exploitation: Exploitation refers to the ability of organizations to identify and pursue opportunities, acquire knowledge, learn, reduce risks, and hone and adapt assets and capabilities to achieve optimal performance in current markets (Jacobs and Maritz, 2020). It represents the ability of the organization to improve activities to create value by providing customer requirements in the current market, expanding current knowledge and skills, expanding current products, expanding distribution channels, and increasing market share through integrating the organization with other organizations (Freihat,2020). Organizations also obtain significant returns from investing in current technologies, as serving existing customers avoids search and recruitment costs, benefits from trust-based relationships, and benefits from information consistency (Kumar, 2019).

B. Exploration: Exploration involves radical innovation, risk, extensive research, increased internal diversity, change, and experimentation (Kumar, 2019). Therefore, it focuses on developing new capabilities, skills, and processes that are expected to lead to transformations in markets or products, and it also includes a learning process from the bottom up. This may make managers realize the need to adapt differently, abandon their old routine, and commit to a new course of action (Alamayreh et al, 2019). This enables organizations to develop new products and create innovative products that enable them to enter new markets, acquire new customers, and establish new distribution outlets. This requires expenditures and exploitations in financial resources and decentralization (Freihat, 2020).

## 2.8 Data Analysis:

### 2.8.1 Test Validity and Reliability:

This paragraph indicates a statistical analysis that shows the reliability of the data that we will obtain from the sample studied by conducting a reliability test using the (Cronbach's Alpha) method. The test result is significant if the reliability coefficient (Cronbach's Alpha) is greater than (0.70). After applying the test steps, the value of the Cronbach's alpha reliability coefficient for the entire questionnaire items reached (0.951), which was a large value that confirms the availability of high reliability in the questionnaire items. This confirms that the consistency condition in the questionnaire items has been met. As for content validity, it means that the scale measures what it was designed to. The reliability coefficient can be calculated by calculating the root of the reliability coefficient. Table (2) shows the consistency results between the scale components.

**Table 2:** The Results of Consistency Among the Scale Components

The scale	No of questions	Cronbach's alpha coefficient	Validity
Internal marketing	7	0.948	0.974
Integrated marketing	7	0.863	0.929
Relationship marketing	7	0.887	0.942
Performance marketing	7	0.883	0.940
Holistic marketing	28	0.940	0.970
Exploitation	6	0.963	0.981
Exploration	6	0.870	0.933
Ambidextrous performance	12	0.945	0.972
All paragraphs of the questionnaire	40	0.951	0.975

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

### 2.8.2 Descriptive Statistics for the Independent Variable (Holistic Marketing):

In this research, holistic marketing represents an independent variable, which was measured across four dimensions: (internal marketing, integrated marketing, relationship marketing, and performance marketing). The following paragraphs are devoted to presenting the results of the statistical description of the dimensions of this independent variable.

A. Internal Marketing: The results of the descriptive analysis of this dimension were proven, which achieved a general arithmetic mean (3.962), a general standard deviation (1.065), and a general coefficient of variation (0.269), as shown in Table (3). The first paragraph (the management of the organization considers training and motivating employees to be one of the most important aspects of improving customer service) obtained the lowest coefficient of variation of (0.239), with an arithmetic mean of (4.34), a standard deviation of (1.040), and a very high response level. This was reflected in the achievement of this first relative importance paragraph, which emphasized the interest of the company management in improving the services provided to customers by motivating and training employees. The fifth paragraph (the management of the company views employee training programs as an exploitation, not a cost) had the highest coefficient of variation at (0.411). The arithmetic mean was (3.49) with a standard deviation of (1.434), with a high answer level and relative importance, seventh and last in its rank. This reflects the weak interest of the company in investing its resources to organize training courses and develop employees' experiences and skills. It is also noted from these results that these paragraphs achieved high levels of response, which reflects significant agreement among the members of the studied sample regarding their contents.

**Table3:** Descriptive Statistics for the Internal Marketing Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
X1	123	66.1	22	11.8	25	13.4	14	7.5	2	1.1	4.34	1.040	0.239
X2	108	58.1	31	16.7	26	14	18	9.7	3	1.6	4.20	1.104	0.263
X3	77	41.4	24	12.9	51	27.4	31	16.7	3	1.6	3.76	1.204	0.320
X4	85	45.7	62	33.3	11	5.9	20	10.8	8	4.3	4.05	1.157	0.285
X5	76	40.9	19	10.2	22	11.8	58	31.2	11	5.9	3.49	1.434	0.411
X6	105	56.5	31	16.7	28	15.1	16	8.6	6	3.2	4.15	1.156	0.279
X7	85	45.7	31	16.7	23	12.4	32	17.2	15	8.1	3.75	1.393	0.372
The average of dimension											3.962	1.065	0.269

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

B. Integrated Marketing: The results of the descriptive analysis of this dimension were proven, which achieved a general arithmetic mean (3.236), a general standard deviation (0.531), and a general coefficient of variation (0.164), shown in Table (4). The third paragraph (the company designs a marketing mix that suits customers' preferences in the market) obtained the lowest coefficient of variation of (0.214), with an arithmetic mean of (3.07), a standard deviation of (0.658), and a moderate response level. This was reflected in the achievement of this first relative importance paragraph, which shows the effectiveness of the company in using the elements of the marketing mix (product, pricing, distribution, and promotion) in a way that suits the customers' desires and needs. The first paragraph (the company management believes that marketing is an important activity at all levels of the company and not the job of one person or department) had the highest coefficient of variation of (0.449). The arithmetic mean was (2.70) with a standard deviation of (1.214), with a moderate answer level and relative importance, seventh and last in its rank. This reflects that the marketing function in the surveyed company is limited to the marketing department and is not generalized to the rest of the departments. It is also noted from these results that these paragraphs achieved moderate levels of response, reflecting a significant agreement among the members of the studied sample regarding their contents.

**Table 4:** Descriptive Statistics for the Integrated Marketing Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
X8	13	7	36	19.4	62	33.3	33	17.7	42	22.6	2.70	1.214	0.449
X9	10	5.4	81	43.5	79	42.5	14	7.5	2	1.1	3.45	0.757	0.220
X10	1	0.5	40	21.5	120	64.5	21	11.3	4	2.2	3.07	0.658	0.214
X11	6	3.2	23	12.4	109	58.6	45	24.2	3	1.6	2.91	0.745	0.256
X12	6	3.2	69	37.1	91	48.9	16	8.6	4	2.2	3.31	0.762	0.231
X13	83	44.6	57	30.6	28	15.1	15	8.1	3	1.6	4.09	1.031	0.252
X14	34	18.3	23	12.4	67	36	56	30.1	6	3.2	3.12	1.130	0.362
The average of dimension											3.236	0.531	0.164

Source: The table was made by the two researchers based on the statistical program (SPSS v25).



C. Relationship Marketing: The results of the descriptive analysis of this dimension were proven, which achieved a general arithmetic mean (3.342), a general standard deviation (0.629), and a general coefficient of variation (0.188), as shown in Table (5). The second paragraph (the company has customers that are difficult for competitors to attract) obtained the lowest coefficient of variation of (0.192), with an arithmetic mean of (2.91), a standard deviation of (0.559), and a moderate response level. This was reflected in the achievement of this paragraph's first relative importance, and this indicates the loyalty and sincerity of the customers in the company to the products it provides. The sixth paragraph (the company has after-sales services (customer service)) had the highest coefficient of difference at (0.301). The arithmetic mean was (3.44) with a standard deviation of (1.034) with a high response level and relative importance, seventh and last in its rank, which reflects the weak interest of the company in after-sales services. It is also noted from these results that these paragraphs achieved moderate levels of response, reflecting significant agreement among the members of the studied sample regarding their contents.

**Table 5:** Descriptive Statistics for the Relationship Marketing Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
X15	2	1.1	24	12.9	139	74.7	17	9.1	4	2.2	3.02	0.593	0.196
X16	7	3.7	8	4.3	145	77.9	22	11.8	4	2.1	2.91	0.559	0.192
X17	-	-	94	50.5	75	40.3	14	7.5	3	1.6	3.40	0.700	0.206
X18	35	18.8	23	12.4	120	64.5	3	1.6	5	2.7	3.43	0.905	0.264
X19	40	21.5	35	18.8	98	52.7	12	6.5	1	0.5	3.54	0.919	0.259
X20	37	19.9	41	22	81	43.5	21	11.3	6	3.2	3.44	1.034	0.301
X21	37	19.9	58	31.2	78	41.9	12	6.5	1	0.5	3.63	0.892	0.245
The average of dimension											3.342	0.629	0.188

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

D. Performance Marketing: The results of the descriptive analysis of this dimension were proven, which achieved a general arithmetic mean (3.468), a general standard deviation (0.828), and a general coefficient of variation (0.239), as shown in Table (6). The first paragraph (the company management improves its performance through monitoring and evaluation) obtained the lowest coefficient of variation of (0.235), with an arithmetic mean of (3.78), a standard deviation of (0.888), and a high response level. This was reflected in the achievement of this first relative importance paragraph, which indicates the company's interest in evaluating and monitoring its work and strengthening its weak aspects to improve its performance. The fifth paragraph (the company supports campaigns aimed at protecting the environment from pollution and preserving the planet) had the highest coefficient of difference at (0.444). The arithmetic mean was (2.88) with a standard deviation of (1.281), with a moderate answer level and relative importance, seventh and last in its rank. This indicates the weak interest of the company in the environment and the consequences it has on it. It is also noted from these results that these paragraphs achieved high levels of response, which reflects significant agreement among the members of the studied sample regarding their contents.

**Table 6:** Descriptive Statistics for the Performance Marketing Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
X22	44	23.7	68	36.6	65	34.9	7	3.8	2	1.1	3.78	0.888	0.235
X23	39	21	47	25.3	61	32.8	37	19.9	2	1.1	3.45	1.066	0.309
X24	33	17.7	26	14	83	44.6	40	21.5	4	2.2	3.24	1.049	0.324
X25	36	19.4	34	18.3	88	47.3	20	10.8	8	4.3	3.38	1.049	0.311
X26	36	19.4	20	10.8	30	16.1	86	46.2	14	7.5	2.88	1.281	0.444
X27	75	40.3	72	38.7	25	13.4	7	3.8	7	3.8	4.08	1.013	0.248
X28	41	22	59	31.7	43	23.1	32	17.2	11	5.9	3.47	1.182	0.341
The average of dimension											3.468	0.828	0.239

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

### 2.8.3 Descriptive Statistics for the Dependent Variable (Ambidextrous Performance):

Ambidextrous performance represents a dependent variable whose dimensions are determined by two dimensions: (exploitation, exploration). The following is a presentation of the results of the statistical description of each of them in their paragraphs.

A. Exploitation: The results of the descriptive analysis of this dimension were proven, which achieved a general arithmetic mean (3.625), a general standard deviation (1.045), and a general coefficient of variation (0.288), as shown in Table (7). The sixth paragraph (the company offers a wide variety of products to current customers) obtained the lowest coefficient of variation of (0.262), with an arithmetic mean of (3.70), a standard deviation of (0.972), and a high response level. This was reflected in the relative importance of this paragraph compared to the rest of the dimension paragraphs, which reflects the interest of the company in meeting the needs of its customers with a variety of products. The second paragraph (the company seeks to expand the current skills and knowledge of employees) had the highest coefficient of difference at (0.351). The arithmetic mean was (3.67) with a standard deviation of (1.285) with a high answer level and relative importance, sixth and last in its rank, which indicates the weak interest of the company in developing and training its employees. It is also noted from these results that these paragraphs achieved high levels of response, which reflects significant agreement among the members of the studied sample regarding their contents.

**Table 7:** Descriptive Statistics for the Exploitation Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
Y1	70	37.6	25	13.4	63	33.9	12	6.5	16	8.6	3.65	1.278	0.350
Y2	70	37.6	32	17.2	50	26.9	20	10.8	14	7.5	3.67	1.285	0.351
Y3	44	23.7	51	27.4	64	34.4	18	9.7	9	4.8	3.55	1.100	0.310
Y4	45	24.2	29	15.6	78	41.9	26	14	8	4.3	3.41	1.127	0.330
Y5	49	26.3	69	37.1	48	25.8	14	7.5	6	3.2	3.76	1.030	0.274
Y6	45	24.2	58	31.2	72	38.7	5	2.7	6	3.2	3.70	0.972	0.262
The average of dimension											3.625	1.045	0.288

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

B. Exploration: The results of the descriptive analysis of this dimension were confirmed, which achieved a general arithmetic mean (3.632), a general standard deviation (0.780), and a general coefficient of variation (0.215), as shown in Table (8). The first paragraph (the company management seeks to find new business opportunities in new markets) obtained the lowest coefficient of variation of (0.240), with an arithmetic mean of (4.01), a standard deviation of (0.964), and a high response level. This was reflected in the first relative importance of this paragraph compared to the rest of the dimension paragraphs, and this indicates the interest of the company in expanding the scope of its business across different markets. The sixth paragraph (the company regularly searches for new customers and deals with them in new markets) had the highest coefficient of variation at (0.325). The arithmetic mean was (3.52) with a standard deviation of (1.145), with a high answer level and relative importance, sixth and last in its rank, which reflected the company's dependence on the current customers it deals with. It is also noted from these results that these paragraphs achieved high levels of response, which reflects significant agreement among the members of the studied sample regarding their contents.

**Table 8:** Descriptive Statistics for the Exploration Dimension

Items	Scale of response										Arithmetic mean	Standard deviation	Coefficient of variation
	Completely agree		Agree		Neutral		Disagree		Completely disagree				
	No	%	No	%	No	%	No	%	No	%			
Y7	68	36.6	70	37.6	31	13.7	16	8.6	1	0.5	4.01	0.964	0.240
Y8	2	1.1	69	37.1	73	39.2	40	21.5	2	1.1	3.16	0.807	0.256
Y9	44	23.7	56	30.1	67	36	12	6.5	7	3.8	3.63	1.032	0.284
Y10	45	24.2	58	31.2	58	31.2	19	10.2	6	3.2	3.63	1.059	0.292
Y11	45	24.2	92	49.5	27	14.5	18	9.7	4	2.2	3.84	0.973	0.253
Y12	43	23.1	60	32.3	40	21.5	37	19.9	6	3.2	3.52	1.145	0.325
The average of dimension											3.632	0.780	0.215

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

#### 2.8.4 Testing the Research Hypotheses:

A. Testing the hypothesis of the association between the two research variables (the first main hypothesis).

Table (9) shows that the correlation coefficient between holistic marketing and ambidextrous performance reached (0.521\*\*) at the significance level (0.000), which is less than the significance level (0.05). This indicates that there is a moderate direct correlation between them, indicating that the first hypothesis, which states that there is a significant, statistically significant correlation between holistic marketing and its dimensions in ambidextrous performance and its dimensions combined in the researched company, is accepted.

**Table 9:** The Value of the Correlation Between Holistic Marketing and Ambidextrous Performance

Independent variable	Dependent variable	Correlation value	Level of significance
Holistic marketing	Ambidextrous performance	**0.521	0.000

Source: The table was made by the two researchers based on the statistical program (SPSS v25).

Table (10) also shows the correlation values among the dimensions of holistic marketing and ambidextrous performance, as the correlation coefficient between the internal marketing dimension and ambidextrous performance reached (0.747) at a significance level of (0.000), which is less than the significance level of (0.05). This indicates that there is a strong direct correlation between them, whereas the correlation coefficient between the integrated marketing dimension and ambidextrous performance reached (0.255\*\*) at a significance level of (0.000), which is less than a significance level of (0.05). This indicates a weak direct correlation between

them. The correlation coefficient between the relationship marketing dimension and ambidextrous performance reached (0.112\*\*) at a significance level of (0.127), which is greater than the significance level of (0.05). This indicates that there is no correlation between them, as the correlation coefficient between the performance marketing dimension and ambidextrous performance reached (0.371\*\*) at a significance level of (0.000), which is less than a significance level of (0.05). This indicates that there is a direct correlation between them.

**Table 10:** Correlation Values Between Dimensions of Holistic Marketing and Ambidextrous Performance

Dependent variable	Independent variable (holistic marketing)	Correlation value and significance level	
Ambidextrous performance	Internal marketing	**0.747	Correlation value
		0.000	Significance level
	Integrated marketing	**0.255	Correlation value
		0.000	Significance level
	Relationship marketing	**0.112	Correlation value
		0.127	Significance level
	Performance marketing	**0.371	Correlation value
		0.000	Significance level

Source: The table was made by the two researchers based on the statistical program (SPSS v25).  
B. Testing the hypothesis of the effect between the two research variables (the second main hypothesis).

The results shown in Table (11) revealed that the value of the coefficient of determination ( $R^2$ ) reached (0.272), indicating that holistic marketing accounts for (27.2%) of the changes occur in ambidextrous performance. The remaining percentage (72.8%) is due to other variables. The calculated (F) value between holistic marketing and ambidextrous performance is (68.6), which is greater than the tabulated (F) value of (3.49). The significance of (F) reached (0.000), which is smaller than the level of significance (0.05). Based on the value and significance of (F), the second main hypothesis, which states that there is a statistically significant effect of holistic marketing and its dimensions on the ambidextrous performance and its dimensions combined in the investigated company, was accepted.

**Table11:** The Effect of Holistic Marketing on Ambidextrous Performance

Independent variable	Dependent variable	Correlation coefficient R	Coefficient of determination $R^2$	Calculated F value	Significance F	Constant limit value of A	Beta coefficient (B)	Calculated (T) value	T significance
Holistic marketing	Ambidextrous performance	0.521	0.272	68.6	0.000	0.30	0.70	3.9	0.000

Tabular F value = 3.49 at significance level = 0.05 and tabular T value (1.66)

Source: The table was made by the two researchers, based on the statistical program (SPSS v25).

The table shows the effect of (12) dimensions of holistic marketing on ambidextrous performance, as the calculated (F) value between internal marketing and ambidextrous performance reached (232.1), which is greater than the tabulated (F) value of (3.49). The significance of (F) reached (0.000), which is smaller than the level of significance (0.05). The calculated (F) value between integrated marketing and ambidextrous performance was (12.8), which is greater than the tabulated (F) value of (3.49). The significance of (F) reached (0.000), which is smaller than the level of significance (0.05). On the other hand, the calculated (F) value between relationship marketing and ambidextrous performance was (2.351), which is less than the tabulated (F) value of (3.49). The significance of (F) reached (0.127), which is greater than the level of significance (0.05). The calculated (F) value between performance marketing and ambidextrous performance was (29.3), which is greater than the tabulated (F) value of (3.49). The significance of (F) reached (0.000), which is smaller than the level of significance (0.05).

**Table 12:** The Effect of Holistic Marketing Dimensions On Ambidextrous Performance

Dimensions of Independent variable	Dependent variable	Correlation coefficient R	Coefficient of determination R <sup>2</sup>	Calculated F value	Significance F	Constant limit value of A	Beta coefficient (B)	Calculated T value	T significance
Internal marketing	Ambidextrous performance	0.747	0.558	232.1	0.000	0.16	0.59	8.02	0.000
Integrated marketing		0.255	0.065	12.8	0.000	0.37	0.40	6.21	0.000
Relationship marketing		0.112	0.013	2.351	0.127	0.33	0.15	1.53	0.127
Performance marketing		0.371	0.137	29.3	0.000	0.24	0.37	5.41	0.000

Tabular F value = 3.49 at significance level = 0.05 and tabular t value (1.66)

Source: The table was made by the two researchers, based on the statistical program (SPSS v25).

### 3. Discussion of Results:

This research discussed measuring the impact of holistic marketing on the ambidextrous performance of the General Company for Food Products, affiliated with the Iraqi Ministry of Industry and Minerals. The results showed that the company management adopted the dimensions of holistic marketing represented by (internal marketing, integrated marketing, relationship marketing, and performance marketing) combined to achieve ambidextrous performance more than if they were applied individually, indicating integration and interconnectedness. The research results also showed interaction and response in the direction of the two dimensions of ambidextrous performance (Exploitation, Exploration) and the extent of the importance of this variable among members of the research sample. This indicates that the sample members of the company have a perception of the importance of this variable and its dimensions.



The results of testing the research hypotheses also showed that there was a direct positive correlation between holistic marketing and ambidextrous performance. It was also shown that there was a direct, positive, and varying relationship between the dimensions of holistic marketing individually and for each dimension, which are (internal marketing, integrated marketing, relationship marketing, and performance marketing) with ambidextrous performance in both dimensions combined. It was consistent with the purpose of accepting the first main hypothesis, as increasing holistic marketing in its overall dimensions leads to an increase in the ambidextrous performance of the company under investigation. It was also shown that there was a direct and positive direct impact relationship between holistic marketing and ambidextrous performance. It was also shown that there was a direct and positive effect of the dimensions of holistic marketing individually or each dimension, which were (internal marketing, integrated marketing, and performance marketing) on the ambidextrous performance of its dimensions combined, except for the dimension (relationship marketing). It was found that there was no effect on ambidextrous performance, indicating that the second main hypothesis, where a change in holistic marketing, by eliminating it in general, will lead to a change in the ambidextrous performance of the company under investigation.

#### **4. Conclusions:**

The research has come up with a number of conclusions, the most important ones are:

A. The company benefits from applying the dimensions of holistic marketing by paying attention to its employees, motivating them, and training them to improve the services provided to customers. Moreover, the effectiveness of the company regarding using the elements of the marketing mix (product, pricing, distribution, and promotion) that suit the customers' desires and needs. However, it showed little interest in campaigns aimed at protecting and preserving the environment from pollution.

B. The company is interested in ambidextrous performance as a source of competitive advantage and achieving long-term success through its interest in expanding the scope of its business across different markets, as well as providing a variety of products to its current customers.

#### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## دور التسويق الشمولي في الاداء البارِع – بحث تحليلي في الشركة العامة للمنتوجات الغذائية / المقر

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هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

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### مستخلص البحث

بحث هذه الدراسة دور التسويق الشمولي في الاداء البارِع من خلال دراسة تحليلية. تجسد الهدف من الدراسة في التعرف على واقع تطبيق التسويق الشمولي وابعاده والاداء البارِع وابعاده في الشركة العامة للمنتوجات الغذائية التابعة الى وزارة الصناعة والمعادن. تم تشخيص مشكلة البحث بندرة الدراسات التي تجمع بين متغيري البحث خاصة في القطاع الصناعي العراقي على حد علم الباحث، وقد ركزت معظم هذه الدراسات البحثية على متغير واحد بشكل فردي نظرا لحدائثة المجال المعرفي المتعلق بالتسويق الشامل والاداء الماهر مما شكل فجوة معرفية تستحق البحث والتقصي. اعتمد هذا البحث على الاستبانة كأداة رئيسة لجمع المعلومات اذ تم توزيع الاستبانات على (186) شخص في مختلف المستويات الإدارية (العليا، الوسطى، التنفيذية). ومن أهم نتائج البحث وجود علاقة تأثير مباشر وايجابي طردي للتسويق الشمولي في الاداء البارِع.

### نوع البحث: بحث تحليلي

المصطلحات الرئيسية للبحث: التسويق، التسويق الشمولي، الاداء البارِع، الشركة العامة للمنتوجات الغذائية.