

# **تأثير التسويق الشمولي في توجه السوق**

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The Impact of Holistic marketing on Market  
Orientation

تأثير التسويق الشمولي في توجه السوق

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المستخلص:

يهدف هذا البحث إلى معرفة أثر التسويق الشمولي بأبعاده الأربعة الرئيسة - تسويق العلاقات ، التسويق المتكامل، التسويق الداخلي، وتسويق الأداء - في توجه السوق بأبعاده الثلاثة - توليد الاستخبارات، نشر الاستخبارات، والاستجابة. وقد أجري البحث في شركة "Anbar FTTH" وهي شركة عراقية تقدم خدمة الانترنت للشركات والمنازل عبر الأسلاك. منح البحث هو المنهج الوصفي والتحليلي. تعد استمارة الاستبيان هي الأداة التي تم استعمالها لجمع البيانات من أفراد العينة. كما تم استعمال البرنامجين الإحصائيين "SPSS V.23" و"AMOS V.23" لتحليل بيانات البحث. وقد تم توزيع الاستبانة بشكل عشوائي على عينة مكونة من (142) فرداً من موظفي الشركة. أن أهم ما توصل إليه البحث هو وجود تأثير إيجابي قوي للتسويق الشمولي في توجه السوق. وفيما يتعلق بأبعاد التسويق الشمولي، فإن التأثير الأكبر على توجه السوق كان من نصيب تسويق الأداء. ويُعد هذا البحث من أولى الدراسات التي تتناول طبيعة العلاقة بين هذه المتغيرات في قطاع خدمة الانترنت في البيئة العراقية .

الكلمات المفتاحية : تسويق العلاقات، التسويق المتكامل، التسويق الداخلي، تسويق الأداء، توليد الاستخبارات، نشر الاستخبارات، الاستجابة.

**Abstract:**

The aim of this research is to know the impact of holistic marketing and its four main dimensions- relationship marketing, integrated marketing, internal marketing, and performance marketing- on market orientation in its three dimensions- intelligence generation, intelligence dissemination, responsiveness. The research was conducted at "Anbar FTTH", an Iraqi company that provides Internet service to companies and homes via wires. The research approach is the descriptive and analytical. The questionnaire is a tool for collecting data from sample members. The statistical programs "SPSS V.23" and "AMOS V.23" were used to analyze the research data. The questionnaire was distributed randomly to a sample of (142) company employees. The most important finding of the research is that there is a strong positive effect of holistic marketing on market orientation. Regarding the dimensions of holistic marketing, the greatest influence on market orientation was attributed to performance marketing. This research is one of the first studies that seeks to know the relationship between these variables in the Iraqi Internet sector.

**Keywords: Relationship Marketing, Internal Marketing, Performance Marketing, Integrated Marketing, Intelligence Generation, Intelligence Dissemination, Responsiveness.**

## 1. Introduction

Organizations are becoming more dynamic in strategic marketing thinking in order to stay relevant in the market. Organizations that want to stay in the market should adopt a correct marketing philosophy that best suits their operations and market developments. Without the right marketing philosophy, it is not possible to stay in today's highly competitive environment (Sheth & Sisodia, 2015). Holistic marketing is a revolution in contemporary marketing thinking. Therefore, today's organizations aspire to take advantage of the strengths that lie in holistic marketing and employ it in order to collect information about the market and respond to its requirements, because the organization that fails to do so will stagnate, and therefore will not be able to keep up with competitors (Winata et al., 2020). Kotler & Keller, (2016) find that there are many organizations currently operating according to the concept of holistic marketing, that is, organizations focus not only on profits, but also on achieving customer satisfaction, in addition to paying attention to performance, internal marketing, and relationships. Market orientation is the practical test of the marketing concept, so the article (Kovács et al., 2021) aimed to adapt the concept of holistic marketing to the market orientation to make the latter more effective, realistic and measurable, in light of the changing conditions witnessed by the market economy at the present time. Market orientation is a series of marketing activities that lead to the creation of superior value for customers, thus leading to better performance for the organization. Therefore, if the orientation towards the market is like that, what will that orientation be like with the existence of internal marketing, relationship marketing, performance marketing, in addition to integrated marketing? Based on this important question, the idea of research was born to delve into the study of the variables of this research.

This research was conducted in "Anbar FTTH" company for Internet services, which is one of the companies operating in Iraq in providing Internet service for companies and homes, and after conducting personal interviews with some of the managers of this company, the research problem can be summarized as follows: (1) The world of technology is developing tremendously and rapidly, Which is reflected in the company's work environment and the nature of its services provided to the markets, (2) the existence of intense competition between companies that supply the Internet in Iraq, (3) the lack of knowledge of the nature of the relationship between comprehensive marketing and market orientation in the Iraqi market for the provision of Internet services. Based on the research problem, the research questions can be listed as follows:

- What is the level of belief of the company in which the research is conducted in the philosophy of holistic marketing?
- What is the level of market orientation elements of the company in which the research was conducted?
- Is it possible to positively influence market orientation through holistic marketing?
- How does holistic marketing affect each element of market orientation?

- How do the dimensions of holistic marketing individually affect each element of market orientation?

Regarding the knowledge gap, the researcher found a scarcity of research that determined the nature of the relationship between holistic marketing and market orientation in the Iraqi environment, so the researcher could indicate a lack of knowledge about the nature of the relationship between research variables. Also, this study can be considered one of the first studies that will deal with the relationship between search variables in the Internet services sector in Iraq. Therefore, this paper provides an important answer to the research questions, and shows the extent to which holistic marketing contributes to enhancing the elements of market orientation in order to face the rapid changes in the business environment and achieve a good competitive position.

The paper consists of six sections, the first section is devoted to the introduction. The second section is devoted to the literature review on holistic marketing and market orientation. The third section will be devoted to the methodology, which includes the measure, research hypotheses, sample, and scale tests. The fourth section is devoted to presenting and interpreting the results and testing the hypotheses. The fifth part is devoted to conclusions. Finally, the six part is devoted to recommendations.

## 2. Literature review

### 2.1. Holistic Marketing

Recently, marketing has become more complex, as traditional marketing methods have become ineffective as before, so marketers must think about many aspects and make a set of difficult and interrelated decisions if they want to market their products and services. The philosophy of holistic marketing revolves around the idea that "if you want a deeply successful marketing, you have to take care of everything", and everything here means that you care about employees, customers, intermediaries, competitors, other companies, society, the environment, laws, and others (Sheth & Sisodia, 2015). (Kotler & Keller, 2012) defines holistic marketing as "is the development, design, and implementation of marketing programs, processes, and activities that recognize the breadth and interdependencies of today's marketing environment". According to the idea of holistic marketing, the marketing activity is no longer the task of the marketing management department only, but it has become the task of all departments of the organization (Sulivyo et al., 2019). The belief in the ideas of holistic marketing makes the focus on customers more than products, and therefore organizations need to direct their strategies towards focusing on customer portfolios rather than product portfolios (Nigam, 2011). A human reaches the peak of activity when he invests the mind, body and spirit together to achieve something. Therefore, marketing experts believe that holistic marketing is based on the interaction of the body, mind, and spirit of both the marketer and the customer in order to achieve greater marketing superiority. Holistic marketing is an excellent tool for any business that an organization wants to market effectively and maintain high levels of customer loyalty (Hajikulov, 2020).

Accordingly, the researcher finds that comprehensive marketing means that any action taken by the organization can have a marketing reaction in the same direction. For example, the amount of wages and benefits provided by the organization to workers can have a marketing reaction, as high salaries contribute to the formation Positive image of

the organization. Also, appreciation and mutual respect between management and employees will reflect positively on the organization's image in the minds of customers. In addition to the organization's commitment to social responsibility, law, ethics, concern for the environment, establishing strong relationships with customers, and achieving high sales and revenues, all of this can have a marketing reaction. According to (Kotler & Keller, 2016), holistic marketing is divided into four dimensions (See Figure 1), which are as follows:

- **Relationship Marketing:** business organizations need to build strong relationships with customers, suppliers, marketing intermediaries, partners, financiers, scientific research workers, etc., in order to win the loyalty of these parties, in addition to creating a marketing network that allows restructuring the entire business sector (Miletic & Stojiljkovic, 2018). Relationship marketing refers to all marketing efforts that seek to create, develop, and maintain successful relationships with related parties (Mahajan PT & Golahit SB, 2017). The goal of relationship marketing is to build relationships with relevant parties that are characterized by commitment, trust, reliability, dependability, effective communication, and transparency (Kotler & Keller, 2012).
- **Integrated Marketing:** integrated marketing is the sharing of the main marketing activities, the unification of their programs and the harmony of their work in order to create value and deliver it to customers (Muksin, 2021). Integrated marketing represents the elements of the marketing mix known as 4ps, which includes product planning, pricing, promotion or what is called integrated marketing communications, and the place that represents the distribution channels. These marketing activities should be integrated with each other, Also, marketing is integrated with other departments in order to provide added value to customers (Kotler & Keller, 2016). Integrated marketing seeks that the marketing message at any time and in any place is a reflection of the organization's brand (Miletic & Stojiljkovic, 2018).

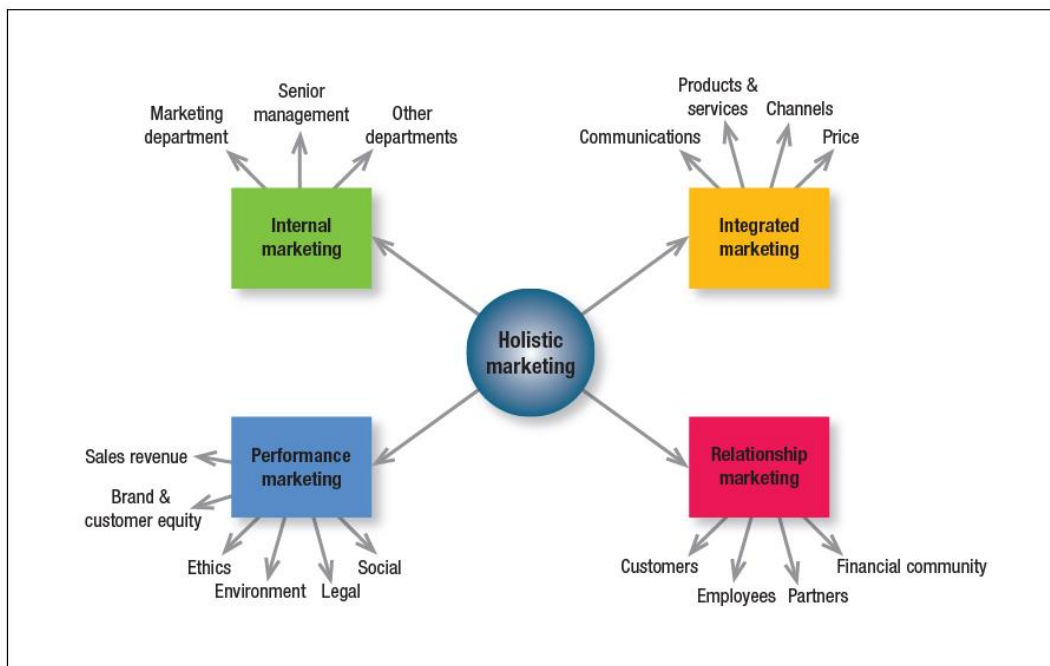


Figure (1) Holistic Marketing Dimensions

Resource: Kotler, P., & Keller, K. L. (2016). *Marketing Management*, 15e Edition. New Jersey: Pearson Education, P. 44.

- **Internal Marketing:** The idea of internal marketing is to see the employee as an internal customer and treat him as such. Internal marketing is the organization's efforts to motivate employees to respond to market requirements and the ability to adapt to changes in the business environment. Therefore, it is a method that works to motivate employees by building positive relationships between individuals and between the boss and the subordinate, so that this is reflected in achieving the organization's marketing goals (Alkhafagi, 2023).
- **Performance Marketing:** performance marketing focuses on the results achieved from the organization's business that are reflected in society, as social responsibility, laws and environmental protection are adhered to, in addition to working to increase brand equity (Miletic & Stojiljkovic, 2018). Thus, performance marketing requires an understanding of the financial and non-financial profits achieved for organizations through marketing programs and activities (Muksin, 2021). In other words, performance marketing is primarily concerned with the interests of society, customers and the market (Nigam, 2011).

## 2.2. Market Orientation

Terms are often heard that seem clear because they are based on logic, but at the same time there is difficulty in defining them, and one of these terms is market orientation which was raised for the first time through the article (Kohli & Jaworski, 1990a), according to (Uncles, 2011) market orientation focuses on operations and activities that aim to create customers and satisfy them through continuous monitoring to their needs and wants, and to do so clearly and measurably on the business. Consequently, market orientation leads to a better understanding of customer requirements, allowing organizations to develop products and services that are superior to competitors. Market orientation is an external capability that connects the organization with its environment, which leads to the integration of internal strengths with the ability to seize external opportunities (Barrales-Molina et al., 2014). Accordingly, organizations with high market orientation capabilities are more sensitive and proactive in responding to the needs and desires of customers (Sampaio et al., 2019). Also, market orientation supports the exchange of diverse ideas that enhance marketing knowledge. This means that organizations that have a high market orientation are more systematic in collecting, analyzing, interpreting and using market information than in other organizations (Hernández-Linares et al., 2021). Determining the level of market orientation in organizations depends on the ability to transform market information into products or services that customers are seriously searching for (Akhtar et al., 2021).

There are two perspectives for studying market orientation. The first is a cultural perspective that focuses on the values and standards of the organization. This perspective consists of three elements: customer orientation, competitor orientation, and the inter-functional coordination. The second is a behavioral perspective that focuses on market information. This perspective consists of three elements: intelligence Generation, intelligence Dissemination, and responsiveness (Theodosiou et al., 2012). In this research, market orientation will be addressed from a behavioral perspective to highlight the value of information for marketing activity, as there is broad agreement that market orientation, in general, is a culture in which all employees are committed to continuous innovation for greater value for customers. Market orientation is "marketing activities that generate, disseminate, and respond to market

information” (Kohli & Jaworski, 1990a). In other words, organizations should follow these steps (Bui et al., 2023): (1) learn about the movements of relevant players in the market such as competitors, customers, and suppliers, (2) learn how to respond effectively to market changes, and (3) work diligently to produce goods and services that provide a competitive advantage. The desires of customers were divided into desires that customers can express and that they cannot express, so the market orientation is responsive when it deals with desires that customers can express, and the market orientation is proactive - offering innovative products and services - when it deals with desires that customers cannot express. Currently, the focus is on the proactive market orientation that is concerned with identifying and addressing the latent customer needs, and therefore the focus is on discovering future customer requirements and discovering new market opportunities (Iyer et al., 2019). The information collected also provides an opportunity for organizations to enhance research and development (Pratono et al., 2019).

From the foregoing, it can be said that market orientation requires that the marketing strategy be flexible enough to adapt to fluctuations in the business environment. In addition, the organization should be alert to all changes that occur, whether due to changing customer moods or competitor innovations. Therefore, it should be Organizations are close to all parties related to the organization. As this will lead to raising the level of organizational performance, as well as achieving competitive advantage. According to (Kohli et al., 1993), the dimensions of market orientation are as follows:

- **Intelligence Generation:** Information is the basic element of market orientation (Jaworski & Kohli, 1996). Information gathering is the process that provides information related to the current and future needs and desires of customers. Therefore, intelligence generation is what will direct marketing efforts to obtain the most important information that the organization needs (Al Sabawi & Albrany, 2023).
- **Intelligence Dissemination:** Once the information is collected, it is disseminated across the organization's units and departments, which makes the organization's departments participate in interacting with this information as well as analyzing and interpreting that information in order to invest it to create higher value for customers (Doucouré & Diagne, 2020). It is worth noting that the dissemination process may not be needed in small organizations, as all important decisions are made by the senior manager (Verhees & Meulenberg, 2004).
- **Responsiveness:** The third dimension of market orientation is responding to market information, meaning that there is a marketing reaction that meets customer requirements with a higher value. Any organization can generate information about the market and disseminate it among the units and departments of the organization, however, unless it is issued in response to the requirements of the market, most of these efforts are considered lost (Kohli & Jaworski, 1990b). Organizations that are well responsive to market demands and well predictive of environmental changes can achieve high performance, and the response includes sending the product immediately and quickly contacting the customer in order to deliver the product quickly (Abdullah, 2023).

### 3. Methodology

#### 3.1. Measures

A five-point “Likert” scale was chosen to determine the level of the research variables: “5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree.” The level of “holistic marketing” was identified through a scale developed (Kovács et al., 2021) that includes 21 items. As for “market orientation”, its level was identified through a scale developed by (Kohli et al., 1993) that includes 32 items. According to (Dewberry, 2004), if the mean ranges from (1) to (1.8), it is very low. The average ranges from (1.8) to (2.6) is low. The average ranges from (2.6) to (3.4) is moderate. The average ranges from (3.4) to (4.2) is high. The mean from (4.2) to (5) is very high.

3.2. Hypotheses research

- Main hypothesis: There is an effect of holistic marketing on market orientation.

From this hypothesis, the following sub-hypotheses branch out:

- There is an effect of the relationship marketing on market orientation.
- There is an effect of the integrated marketing on market orientation.
- There is an effect of the internal marketing on market orientation.
- There is an effect of the performance marketing on market orientation.

3.3. Sample

The questionnaire included (142) out of (196) employees of the “Anbar FTTH” company for Internet services. Table (1) displays the personal data of the research sample members.

Table (1) Sample data

Categories		Frequency	Percentage
Gender	Male	92	65%
	Female	50	35%
	Total	142	100%
Categories		Frequency	Percentage
Age	(25-35) years	38	27%
	From (35) to (45) years	52	36%
	From (45) to (55) years	30	21%
	More than (55)	22	16%
	Total	142	100%
Categories		Frequency	Percentage
Job position	Company Director	2	1%
	Director of the Dep.	14	9%
	Employee	126	90%
	Total	142	100%

3.4. The scale tests

3.4.1. Validity test:

Test results were obtained using SPSS V.23, which is known as the Kaiser-Meyer-Olkin (KMO) test and the Bartlett's test. The results are shown in (Table 2).

Table (2) KMO & Bartlett's tests

Variables	KMO test	Bartlett's test		
		Chi-Square	Df	Sig
Holistic Marketing	0.917	3021.098	210	0.001
Market Orientation	0.939	5456.761	496	0.001

It is clear from Table 2 that all the values of the KMO test are higher than (0.05), therefore the adequacy of the sample size has been achieved. Also, the values of the Bartlett's test are significant values as they are less than (0.05), therefore the quality of measurement has also been achieved (Kaiser & Rice, 1974).

### 3.4.2. Reliability tests

The "Cronbach's alpha coefficient" is relied upon to measure the consistency of the scale's statements. According to (Butts & Michels, 2006), if this value is 70 or above, it is statistically acceptable in behavioral and administrative research (Table 3).

Table (3) Reliability tests

Variables	Statements	Alpha Cronbach
Relationship Marketing	(1-5)	0.890
Integrated Marketing	(6-10)	0.848
Internal Marketing	(11-15)	0.925
Performance Marketing	(16-21)	0.932
Holistic Marketing	(1-21)	0.966
Intelligence Generation	(22-31)	0.940
Intelligence Dissemination	(32-39)	0.931
Responsiveness	(40-53)	0.966
Market Orientation	(22-53)	0.982
All questionnaire	(1-53)	0.988

Based on the results of (Table 3), the stability of the scale has been achieved, as all Cronbach's alpha values exceeded the acceptable minimum, which is (0.70), and most of them are even close to (1.00). This indicates that if the researcher redistributes the questionnaire again, the results will differ only slightly if the same conditions are met.

## 4. Results

**4.1 View of answers:** The answers of the sample members are presented in Table (4), which shows the mean of the answers to each statement, and the extent of consensus or dispersion on each statement through the standard deviation, in addition to the coefficient of variation index, which shows the relationship between the standard deviation and the mean.

Table (4) The answers

Variables	Statements	Mean	S. D	C.V (%)
Holistic Marketing	(1-21)	3.920	0.751	19.1
Relationship Marketing	(1-5)	3.904	0.798	20.4
	1	3.838	0.839	21.8
	2	4.042	1.002	24.7
	3	3.915	1.021	26.0
	4	3.894	0.965	24.7
	5	3.831	0.952	24.8
Integrated Marketing	(6-10)	3.950	0.749	18.9
	6	3.859	0.879	22.7
	7	4.126	0.944	22.8
	8	3.922	0.907	23.1
	9	3.985	0.945	23.7
	10	3.859	1.062	27.5
Internal Marketing	(11-15)	3.909	0.891	22.7
	11	3.922	0.945	24.0
	12	3.859	1.082	28.0
	13	3.929	1.022	26.0
	14	3.915	0.999	25.5
	15	3.922	1.025	26.1
Performance Marketing	(16-21)	3.917	0.830	21.1
	16	3.880	0.956	24.6
	17	3.929	0.986	25.0
	18	3.915	0.971	24.8
	19	3.887	1.004	25.8
	20	3.957	0.966	24.4
	21	3.936	0.876	22.2
Market Orientation	(22-53)	3.967	0.755	19.0

Intelligence Generation	<b>(22-31)</b>	<b>3.977</b>	<b>0.764</b>	<b>19.2</b>
	22	4.028	0.967	24.0
	23	3.957	0.944	23.8
	24	3.922	1.011	25.7
	25	3.936	1.005	25.5
	26	3.711	1.127	30.3
	27	4.154	0.810	19.4
	28	4.126	0.815	19.7
	29	4.000	0.996	24.9
	30	4.049	0.844	20.8
	31	3.887	0.915	23.5
Intelligence Dissemination	<b>(32-39)</b>	<b>3.939</b>	<b>0.787</b>	<b>19.9</b>
	32	3.950	0.969	24.5
	33	3.964	0.940	23.7
	34	4.140	0.855	20.6
	35	3.852	0.996	25.8
	36	3.957	0.936	23.6
	37	3.845	1.005	26.1
	38	3.873	1.030	26.5
	39	3.929	0.935	23.7
Responsiveness	<b>(40-53)</b>	<b>3.976</b>	<b>0.773</b>	<b>19.4</b>
	40	3.908	1.016	25.9
	41	3.823	0.991	25.9
	42	3.950	0.969	24.5
	43	3.908	0.966	24.7
	44	4.000	0.922	23.0
	45	4.098	0.861	21.0
	46	3.908	1.051	26.8
	47	4.147	0.789	19.0
	48	4.007	0.871	21.7
	49	4.042	0.921	22.7
	50	3.971	0.937	23.5
	51	3.993	0.837	20.9
52	3.894	0.972	24.9	

	53	4.014	0.858	21.3
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Regarding holistic marketing and its dimensions, Table (4) shows that all items obtained high scores based on the mean. This demonstrates the company's interest in customers and its keenness to establish strong and solid relationships with them, as the company seeks to continuously communicate with customers and try to inquire from them about the quality of Internet service. As for integrated marketing, it is noted that the company has achieved a high level resulting from: (1) good planning in providing the service, (2) prices are encouraging for a monthly subscription and according to the features of each package, (3) the use of multiple methods in promotion, for example, holding an event in the city of Anbar to introduce the company and the services it provides, and (4) the presence of sufficient engineering personnel to complete the process of equipping homes with internet service. As for internal marketing, the high level obtained by this dimension explains the quality of the organizational climate and the stability of relations between employees within the company's organizational structure. In addition to a package of benefits provided by the company to employees, including wages, bonuses, vacations, and others. As for performance marketing, the high level achieved by this dimension explains the company's keenness to adhere to laws, social responsibility, and ethics.

Regarding market orientation and its dimensions, Table (4) shows that all items obtained high scores based on the mean. This indicates the company's good understanding of the requirements and needs of customers. The high level of intelligence generation explains the company's keenness to research customers' emerging requirements and preferences, and to constantly communicate with customers to inquire about opinions and observations related to the quality of service provided. Also, the fact that the intelligence dissemination at a high level indicates the company's keenness for all members of the company to be aware of all customer information, and this explains why the company holds periodic meetings that include all department heads to exchange information and urge them to deliver it to subordinates. Moreover, the responsiveness dimension at a high level indicates the company's rapid response to customer requirements, and therefore this explains the extent of cooperation and coordination between the various departments to achieve this. The maintenance staff's review of the homes of complaining customers is a good example of the dissemination of intelligence information by the company's customer service department, and the rapid response by the maintenance department.

**4.2. hypothesis tests**

Figure (2) shows the correlations between the independent variable "holistic marketing" with the dependent variable "market orientation," as well as the correlations between each dimension of "holistic marketing" and "market orientation".

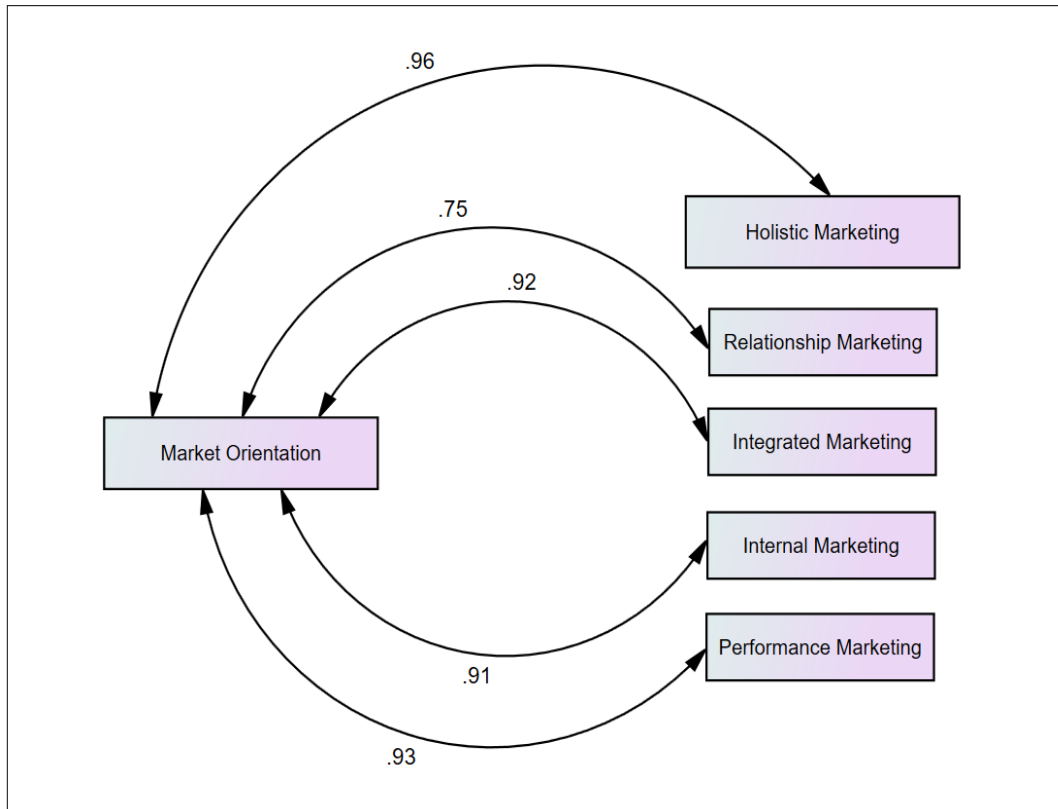


Figure (2) The correlations (Resource: AMOS V.23 Program)

According to Figure (2), the correlation coefficient between holistic marketing and market orientation is a strong positive correlation. Likewise, the correlation coefficients between the dimensions of holistic marketing (relationship marketing, integrated marketing, internal marketing, and performance marketing) and market orientation are strong positive correlations. Table (5) shows simple linear regression equations for each holistic marketing.

Table (5) Simple Linear Regression Equations

$Y = a + b(X)$					
Y	a	b	X	sig	R <sup>2</sup>
Market Orientation	0.181	0.966	Holistic Marketing	0.001	0.922
Market Orientation	1.183	0.713	Relationship Marketing	0.001	0.568
Market Orientation	0.303	0.928	Integrated Marketing	0.001	0.846
Market Orientation	0.960	0.769	Internal Marketing	0.001	0.823
Market Orientation	0.646	0.848	Performance Marketing	0.001	0.868

Based on the data in Table (5), all “simple linear regression equations” are considered statistically significant. Regarding holistic marketing, an increase of one unit increases the market orientation by (0.966) at a coefficient of determination of R<sup>2</sup> of (92%), which means that holistic marketing explains about 92% of the market orientation, while the remaining 8% is due to other factors that were not It is studied in this research. With regard to relationship marketing, an increase of one unit increases market orientation by (0.713) at a coefficient of determination of R<sup>2</sup> of

(56%). With regard to integrated marketing, an increase of one unit increases the market orientation by (0.928) at a coefficient of determination of  $R^2$  of (84%). With regard to internal marketing, an increase of one unit increases the market orientation by (0.769) at a coefficient of determination of  $R^2$  of (82%). Finally, with regard to performance marketing, an increase of one unit increases the market orientation by (0.848) at a coefficient of determination of  $R^2$  of (86%).

## 5. Conclusions

Based on the results obtained in this study, I conclude that the "Anbar FTTH" company adopts the philosophy of "holistic marketing" as a marketing approach to dealing with customers. The company's level of market orientation is also high, which leads the company to understand customers' requirements, recognize their emerging needs and desires, and strive diligently to satisfy them. In addition, the research found that there is a strong positive effect of holistic marketing on market orientation, meaning that any increase in the level of holistic marketing will reflect positively on the level of market orientation. The research also found a positive impact of the dimensions of holistic marketing on market orientation, and the greatest impact was the dimension of performance marketing, then integrated marketing, internal marketing, and relationship marketing, respectively. Therefore, it can be said that "Anbar FTTH" company can enhance market orientation by focusing on holistic marketing and its four main dimensions.

## 6. Recommendations

Anbar FTTH Company can be recommended to pay attention to the idea of holistic marketing and take it as an approach in its marketing activity. Therefore, it is necessary for the company to pay attention to integrated marketing that includes marketing management activities known as the marketing mix, as well as the need to pay attention to employees by providing a good organizational climate and good benefits, as well as the need to pay attention to building strong and long-term relationships with customers in order to win their loyalty, as well as the need to adhere to laws, work ethics, environmental protection and social responsibility in the company's performance, as everything mentioned will be in the company's interest regarding its market orientation.

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### Conflicts of Interest

The author declares no conflict of interest.

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