

# An Analytical Study of the Relationship between the Holistic Marketing and Overall Organizational Performance

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## Abstract

*Purpose: This paper aims at exploring the theoretical foundations of the holistic marketing and its relationship to the overall organizational performance from the several perspectives. Design/ methodology/approach :The holistic marketing was derived from systematic comparative analysis of the relevant marketing literature , there are additional elements that relating to the important of focus on socially responsible marketing , integrated marketing, internal marketing and relationship marketing elements and their influence on the overall organizational performance. Finding: The findings study concluded positive relationship between the holistic marketing and the overall organizational performance. In additional to, being effect of the dimensions of the holistic marketing on the overall organizational performance in electrical appliances companies. Originality / value: The study treats the question of the holistic marketing and its relationship to the overall organizational performance for marketing academicians and professionals by investigating structural relationship among focus on socially responsible marketing , integrated marketing, internal marketing and relationship marketing and overall organizational performance.*

**Keywords:** The holistic marketing - Socially responsible marketing- Integrated marketing-Internal marketing - Relationship marketing - Overall organizational performance

## 1. Introduction

Concerning with the holistic marketing concept started in the early twenty-first century, as some believe that entering into the twenty-first century has led to the need of business organizations to adopt a new set of concepts, beliefs and practices, and that the success of marketers in this century depends in large on their adoption of a more integrated and holistic approaches other than traditional marketing methods, as well as organizations success in this century requires changing marketing concepts to suit market changes(Kotler,2009). The holistic marketing is considered one of modern concepts and methods that business organizations have to implement at the moment, as some studies have shown that the implementation of this concept can improve the performance of organizations through the creation of value for the customer and increasing profitability. In light of the foregoing, the current research aims to determine the relationship between the holistic marketing and overall organizational performance in business organizations, particularly, those working in the field of electrical appliances.

## 2. Theoretical Background

Through a review of previous studies on literature preview of holistic marketing, the researcher was able to classify these studies into three basic groups namely: concept, dimensions, and the relationship of the holistic marketing with performance as follows:

### 2.1 Concept of the Holistic marketing

Both of (Pop & Iorga, 2012) have manifested that the emergence of the holistic marketing concept at the beginning of the third millennium was a new challenge in the field of theory and practice of marketing. Both of (Kotler & Keller, 2012) have defined holistic marketing as development, design, and implementation of marketing programs, operations, and activities to determine its overall and overlapping impact. (Tejedor et. al. 2014) has defined it as a basic plan of action in order to achieve integration in terms of both of quality management and balanced performance.

But (Pop & Vlodoi, 2009) have defined holistic marketing as expansion and application of the various processes and behaviors interrelated in the field of marketing, while (Agarwal, 2012) had defined it as an approach taking into account all the parties related to the business organization, such as customers, employees, suppliers, shareholders, and society and environment too. While both of (Lucassen & Jansen, 2014) have defined holistic marketing as building mutual and satisfactory long-term relationships with the basic elements dealing with the organization in order to win and maintain its activity. Both of (Purcarea & Ratiu, 2011) have defined it as a developed marketing strategy seeking to reflect on business holistically, so that every aspect of the business would be taken into account precisely. (Magdolen, 2010) sees that the holistic marketing is a dynamic concept, meaning that everything in marketing is important, as it is an approach trying to discover and link marketing activities together, and is a new strategy depends on marketing skills and management quality. Finally, (Kotler & et. al., 2009) has defined the holistic marketing as an approach of marketing, trying to discover and harmonize between the fields and complexities of marketing activities. In light of the foregoing, the researcher may define the holistic marketing, and consistent with the objectives of the present research, as follows: "The holistic marketing is a tool that includes four basic elements (relationship marketing, integrated marketing, internal marketing, socially responsible marketing), the implementation of this tool leads to improve overall organizational performance."

## **2.2 Dimensions of the Holistic marketing**

Through reviewing marketing literature preview, it is obvious that there is a disagreement between the authors on holistic marketing dimensions, as (Wijaya et al., 2011) has focused on three dimensions only of holistic marketing, namely: socially responsible marketing, integrated marketing and internal marketing. While both of (Pop & Vlodoi, 2009) have manifested that there are four basic dimensions of the holistic marketing; socially responsible marketing, integrated marketing, internal holistic marketing and marketing with relations. The study of (Grundey, 2010) agreed with the previous study in that the holistic marketing dimensions are: socially oriented marketing, integration oriented marketing, internally oriented marketing, and relations oriented marketing. The study of (Cristina & Pop, 2009) explained that there are five dimensions of the holistic marketing, namely: socially responsible marketing, integrated holistic marketing, internal marketing, relationship marketing, and international marketing. On the other hand, the study of (Tejedor & et al. 2014) had addressed holistic marketing dimensions in terms of three stages, namely; discovery of value, creation of value and delivery of value. Finally, the study of (Chandrasekar, 2011) was in agreement with the previous study in terms of that holistic marketing dimensions are: discovery of value, creation of value and delivery of value.

## **2.3 The relationship between Holistic marketing and overall organizational performance**

The study of (Tushi, 2014) addresses the relationship between the holistic marketing strategies and fulfillment of the facility targets in the area of services, particularly in the banks where the holistic marketing strategies have been measured through integrated marketing, internal marketing and relationship marketing, as well as measuring the facility goals through one dimension, that is, customers satisfaction, which was measured by the product quality, loyalty, market share, and the rate of return on investment. The study concluded that the holistic marketing strategies lead to increased customer satisfaction, and in more details, the study found that there is a positive and significant impact of Integrated Marketing on product quality, market share and customer loyalty, and there was no positive impact on the rate of return on investment, but for internal marketing, it has a positive impact on the quality of the product, return on investment, and customer loyalty, while there was no impact on the market share, with regard to relationship marketing, it has a positive impact on product quality, market share, and rate of return on investment, and customer loyalty.

The study of (Augustine et al., 2011) examined the life insurance company's orientation with holistic marketing in marketing their products in India, where 200 companies were selected, and the factor analysis method was used in data analysis. The study has arrived at a model of an international framework of the holistic marketing including value discovery, value creation, and value delivery, and this framework has helped life insurance companies in creating value for the customer, and could maintain and develop it. The study of (Patwardhan, 2014) has confirmed that there is a positive relationship between holistic marketing and firms performance, both industrial or service firms America, in environment of stability, (from 2002 to 2007) as well as environment of instability (from 2008 to 2011).

The study of (Pongklee & Pawapootanont, 2011) has manifested that the holistic marketing has a significant and positive impact on both the leadership in marketing, strategic performance, and the mental image of the client. And the study of (Nigam, 2011) has manifested that the holistic marketing has multiple advantages, particularly for software companies, including; helping to focus and identify the direction, maintaining customers satisfaction, reducing marketing costs in the long term, outdoing competitors, the development of customer experience, innovation, product quality development, contributing to creating distinctive trade names and brands, attracting customers, services quality, improving relations with all parties, and achievement good names for companies. The study of (Pop & et.al. 2012) has added to the above advantages that the holistic marketing enables companies to satisfy its customer's requirements in the market. On the other hand, (Keellson, 2012) confirmed that the concept of the holistic marketing is not a super-excellent philosophy, and does not lead to performance of the businesses seamlessly, especially when these businesses include non-marketing activities, in this sense, the holistic marketing has failed in this strategy as opposed to the functional approach to marketing.

We conclude from previous studies the following:

- i. There is an acute shortage of previous studies, whether the Arabic or foreign, which addressed the relationship between the holistic marketing and overall organizational performance.
- ii. Previous studies differed in terms of the results of the holistic marketing impact on performance, as some studies have shown that there is the impact of the holistic marketing and its various dimensions on performance, while other studies found no effect of the holistic marketing, in particular on the businesses that do not include non-marketing activities, as well as, there are some dimensions of the holistic marketing have no impact on the performance.
- iii. Previous studies have focused primarily on the service sector, such as banks, insurance companies and software companies, while there was less interest in industrial companies in general and electrical appliances companies in particular.

### **3. Problem of the Research**

It was apparent from the review of previous studies that there is a deficiency in these studies, whether the Arabic or the foreign ones, in relation with the topic of the holistic marketing and its relationship to overall organizational performance, both at the corporate level of different types in general or at the level of electrical appliances companies in particular, as well as that most of those studies did not provide a model in theory or in practice for the relationship between the holistic marketing and overall organizational performance in the electrical appliances companies. On the other hand, the researcher conducted an exploratory study through unstructured individual interviews with some officials in electrical appliances companies operating in Greater Cairo and new industrial cities. This study has revealed that there is a difference between the electrical appliances companies both in terms of the application of the holistic marketing or overall organizational performance.

In light of the foregoing, the main problem of the research is to "determine the relationship between holistic marketing and overall organizational performance in electrical appliances companies operating in the Greater Cairo and new industrial cities" and more specifically, this problem may be expressed in the form of a set of questions as follows:

- Is there a relationship between the holistic marketing and overall organizational performance in the organizations subject to the study?
- Is the application of the holistic marketing and its various dimensions different in the organizations under the study?
- Is the overall organizational performance resulting from the holistic marketing application differs in the organizations in question?

### **4. Importance of the Research**

The importance of the research is apparent in two aspects, namely:

**4.1** Academic aspect, as the research represents an attempt to add to the Arabic library, that experiences- as far as the researcher's knowledge- scarcity of studies addressing the issue of the relationship between the holistic marketing and overall organizational performance.

**4.2** Practical aspect, as the research is important in the following points:

- 4.2.1** To increase the attention to holistic marketing on the grounds that it is one of the basic factors that can contribute to the improvement of overall organizational performance in the organizations under study.
- 4.2.2** To disclose the holistic marketing elements not applicable in the organizations subject of research, which lead to the lack of efficiency and effectiveness of these organizations?

## **5. Objectives of the Research**

In light of the foregoing, the researcher defined the research objectives as follows:

- 5.1** Theoretical origination of holistic marketing in terms of concept, and dimensions and its relationship to the overall organizational performance.
- 5.2** To know the current status of the holistic marketing and overall organizational performance in the organizations under study.
- 5.3** To establish a descriptive model proposed to measure the relationship between the holistic marketing and overall organizational performance in the organizations under study.

## **6. Variables of the Research**

Through a review of previous studies, a set of independent and dependent variables may be drawn, that fit the subject of the research as follows:

**6.1 Socially Responsible Marketing:** It means the commitment of marketing organizations (departments) to not harming the social environment and, to use its skills and resources whenever possible in the development of environment, and this variable will be measured through the following dimensions: Ethics, ecological context, legal considerations, and Social factors (kotler & et. al., 2009).

**6.2 Integrated Marketing:** It means a planned process designed to make sure that all marketing activities have been utilized in an integrated and balanced manner in order to create, communicate and deliver value to the customer and that these activities are appropriate all the time. This variable will be measured through the following dimensions; mix of products, prices, distribution channels, and marketing communications mix (kotler & et. al., 2009).

**6.3 Internal Marketing:** It means that each individual within the organization (whether in senior management or marketing department or other departments) embraces marketing principles appropriate for customer service. This variable will be measured through the following dimensions: marketing management, senior management, and other departments (kotler & et. al., 2009).

**6.4 Relationship Marketing:** It means the development and management of long-term relationships of trust with all parties in the marketing environment, such as customers, employees, marketing parties (suppliers, distributors, agencies, etc. ...), the financial community (shareholders, investors, analysts ... etc.). This variable will be measured through the following dimensions: trust, commitment, reliability (Tushi, 2014).

**6.5 Overall organizational performance:** This variable will be measured through the following criteria: increased market share, maintaining the current customers, attracting new customers, creating customer loyalty, increase of profits, increase in return on investment, creation positive mental image, high productivity, increased cash flow, and increased customer satisfaction (Zaman & et. al.,2012;Ismail & Alsadi,2010).

**6.6 Demographic characteristics:** This variable will be measured through the following variables: gender, educational qualification, age, years of experience, managerial level.

As for how to measure the above variables, it will be taken up later when dealing with data collection.

## **7. Hypotheses of the Research**

In light of the research problem and objectives, research hypotheses may be formulated as follows:

**7.1 H 1:** "It is expected that there is no statistical significant difference between the officials of the companies in question with regard to the lack of application of the holistic marketing in the companies under the study".

**7.2 H 2:** "It is expected that there is no statistical significant difference between the officials of the companies in question with regard to the non-development of overall organizational performance resulting from non-application of the holistic marketing in the companies under the study."

**7.3 H 3:** "It is expected that there is no statistically significant relationship between the holistic marketing and overall organizational performance in the companies under study."

From this hypothesis, there is the following set of sub-hypotheses:

**H3.1** "It is expected that there is no statistically significant relationship between the socially responsible marketing and overall organizational performance."

**H.3.2** "It is expected that there is no statistically significant differences between the integrated marketing and overall organizational performance."

**H.3.3** "It is expected that there is no statistically significant relationship between the internal marketing and overall organizational performance."

**H.3.4** "It is expected that there is no statistically significant relationship between the relationship marketing and overall organizational performance."

## 8. Methodology of the Research

### 8.1 Population and Sample of the Research

*Population of the Research* is represented in all the officials in various departments in the electrical appliances companies operating in Greater Cairo and new industrial cities, as they have amounted to about 1009 officials, out of whom 245 are government and public business sector company's officials, and 764 private companies officials. The researcher has selected a stratified random sample of the size of 287 interviewees with coefficient of confidence of 95%, and limits of error  $\pm 5\%$ , using the following statistical equation:

$$n = \frac{Npq}{(N-1)A + pq}$$

Whereas:

n  $\rightarrow$  sample size.

N  $\rightarrow$  size of the population.

A  $\rightarrow$   $B^2/4$ , where B is limits of error permissible, namely 5% at 95% level of confidence.

P  $\rightarrow$  percentage of number of interviewees that has the characteristics subject to the research, namely 50%.

q  $\rightarrow$  Percentage of number of interviewees that has not the characteristics subject to the research, namely 50%.

The sample was distributed based on a pro-rata distribution, where a sample of interviewees in government and public business sector companies amounted to 70 interviewees, and a sample of interviewees in the private sector amounted to 217 interviewees.

### 8.2 Sampling unit

The sampling unit is represented in the official of the various departments, sections and units in the electrical appliances companies.

### 8.3 Method of data collection and measurement

The researcher relied on the personal interview method in data collection, because it is more convenient to the circumstances of the Egyptian and Arab environment (Bazara'a, 1996), using a list of survey prepared by (Tushi, 2014), and the researcher modified this list, as the modified list included 29 items to measure the independent variable (the holistic marketing), and 10 items to measure the dependent variable (overall organizational performance), on Likert quintet scale, which ranges from "absolutely agree" and "absolutely disagree" and finally, certain closed-ended questions with multiple answers have been used to measure the demographic characteristics of the interviewees, and the following table (1) shows up how is the survey list is designed.

**Table 1: Survey list design**

Question No.	Phrase No.	Number of phrases	Objective
X1	1-8	8	Measuring the availability of socially responsible marketing.
	9-20	12	Measuring the availability of Integrated Marketing.
	21-26	6	Measuring the availability of internal marketing.
	27-29	3	Measuring the availability of Relationship Marketing.
X2	1-10	10	Measuring the Overall organizational performance.
X3-x7	-	-	Measuring demographic characteristics.

#### 8.4 Data analysis method

In general, the researcher has used (SPSS) program for introducing, scheduling, and analyzing data. analysis has been done at tow levels, namely:(a) descriptive statistics that consisted of frequencies, percentages, means, standard deviation ,and variation coefficient,(b) analytical statistics that consisted of reliability and validity test, spearman rank correlation, multiple regression analysis, and Mann-Whitney test(Edrees,2012).

#### 9. Field study and hypotheses testing:

**9.1 Data collection and response rate** Data were collected through the personal interviews, using modified survey list, for about five months. The following table no. (2) Illustrates the number of distributed lists and retrieved and sound lists and response.

**Table 2: Number of Distributed and retrieved and sound lists, and response rate**

Description	Number of distributed lists	retrieved and sound lists	response
Government& public business sector electrical appliances companies	70	59	84%
Private sector electrical appliances companies	217	136	62.7%
Total	287	195	67.9%

It is apparent from the above table no. (2) That the response rate is about 67.9%, which is an acceptable percentage in the case of the social sciences, especially since a study conducted in Egypt had shown that the response rate in the case of reliance on the personal interview is approximately 67% (Bazara'a, 1996).

#### 9.2 Reliability and Validity Test

The researcher tested the extent of consistency and self-reliability in the scales used in the research using of both coefficient of Cronbach's Alpha, and coefficient of self-reliability.

The following table no. (3) Illustrates consistency and self-reliability testing of the scales the researcher used at the first and the second attempts as follows:

**Table 3: Consistency and self-reliability test of the scales used at the first and second attempts**

First attempt					Second attempt			
Question	Sub-items	Number of phrases	Value of Alfa coefficient	Value of Self-reliability coefficient $\sqrt{\alpha} =$	Sub-items	Number of phrases	Value of Alfa coefficient	Value of Self-reliability coefficient $\sqrt{\alpha} =$
FIRST	1-8	8	0.751	0.866	1-8	8	0.751	0.866
	9-20	12	0.709	0.842	9-19	11	0.713	0.844
	21-26	6	0.623	0.789	20-25	6	0.623	0.789
	27-29	3	0.658	0.811	26-28	3	0.658	0.811
TOTAL		29	0.779	0.882	-	28	0.781	0.883
SECOND	1-10	10	0.721	0.849	-	-	-	-

It is noticed from the above table no. (3), and according to first attempt and second attempt, that the degree of reliability and internal consistency of the scales used in this study are considered acceptable for all items, where coefficient alpha for all items ranging from 0.60, 0.80 (Sekaran, 1992), and the self-reliability coefficient came to all the list questions higher than 0.70, which indicates the presence of a high degree of self-reliability for the answers of the surveyed on the phrases contained at the list of the survey (Duggirala & et.al.,2008). With respect to the coefficient of total correlation with the rest of the variables in the same group, known as *Item-total correlation*, it was decided to exclude any of the variables subjected to the evaluation, in case it got a coefficient of total correlation, with the rest of variables, less than 0.30 (Edrees, 2010), because its exclusion will improve the consistency of the scale.

According to the first attempt, and the application on the terms set out at the survey list, it is noticed that the coefficients of total correlation for each of the sub-variables for the first dimension of the first question (phrases from 1 to 8) are 0.611, 0.652, 0.541, 0.466, 0.623, 0.433, 0.675, 0.341, and for the second dimension (phrases from 9-20) are 0.721, 0.833, 0.538, 0.840, 0.631, 0.231, 0.543, 0.731, 0.744, 0.615, 0.611, 0.635, and for the third dimension (phrases from 21-26) are 0.622, 0.541, 0.671, 0.872, 0.663, 0.601, and for the fourth dimension (phrases from 27-29) are 0.463, 0.515, 0.461, and as for the second question (phrases from 1-10) are 0.841, 0.833, 0.730, 0.643, 0.734, 0.621, 0.522, 0.723, 0.844, 0.620. It is noticed that all previous coefficients of total correlation were greater than the standard pre-determined, that is, 0.30 except for the phrase No. (14) related to the discounts associated with each product according to market conditions, where it could not meet the pre-determined standard (with a correlation coefficient less than 0.30), therefore, it was decided to exclude such phrase from gross scale of the holistic marketing, which led to that the number of variables the gross scale of the holistic marketing composed of, became 28 rather than 29 variables, and alpha correlation coefficient was applied again at the second attempt, where the alpha coefficients value became: for the first question; the phrases (1-8)= .751, and phrases (9-19) after deleting the phrase number (14)= 0.713, and phrases (20-25)=0.623, and phrases (26-28)= .658, where alpha coefficient for the total scale rose to .781 instead of .779, indicating that the deletion of the phrase No. (14) Has led to improved consistency of the scale, as well as the coefficient of self-reliability of the phrases (from 9-19) became 0.844 instead of 0.842.

### 9.3 Characteristics of the Research Sample

The following table no. (4) Illustrates the demographic characteristics of the officials in the electrical appliances companies subject to the study in terms of gender, educational qualification, managerial level, age, and years of experience.

**Table 4: Demographic characteristics of the research sample in the electrical appliances firms' subject of the study**

Description	Governmental & Public business sector companies		Private sector companies	
	No.	%	No.	%
<b>1- GENDER</b>				
- Male	59	100	136	100
- Female	-	-	-	-
<b>TOTAL</b>	59	100	136	100
<b>2- educational QUALIFICATION</b>				
- POST GRADUATE STUDIES	5	9	8	6
- UNIVERSITY DEGREE	52	88	127	93
- MIDDLE QUALIFICATION	2	3	1	1
<b>TOTAL</b>	59	100	136	100
<b>3- managerial LEVEL</b>				
- SENIOR	6	10	15	11
- MIDDLE	13	22	3	2
- LOWER	40	68	118	87
<b>TOTAL</b>	59	100	136	100
<b>4- AGE</b>				
- 30- LESS THAN 40 YEARS	2	3	24	18
- 40- LESS THAN 50 YEARS	7	12	99	73
- 50 YEARS AND ABOVE	50	85	13	9
<b>TOTAL</b>	59	100	136	100
<b>5- YEARS OF EXPERIENCE</b>				
- 5- LESS THAN 10 YEARS	-	-	2	2
- 10- LESS THAN 15 YEARS	3	5	36	26
- 15- LESS THAN 20 YEARS	6	10	85	63
- 20 YEARS AND ABOVE	50	85	13	9
<b>TOTAL</b>	59	100	136	100

It is apparent from the above table no. (4) That:

- The percentage of male officials in the electrical appliances companies, in both of government, public business sector and private sector companies has reached 100% indicating these companies preference to employ males due to the nature of the work.
- The percentage of officials with postgraduate studies in government, public business sector and private sector electrical appliances companies, have amounted to about 9%, 6%, respectively, which shows the attention of government and public business sector companies to attract scientific talents.
- The percentage of officials at the middle management level in government, public business sector and private sector electrical appliances companies have reached 22%, 2%, respectively, which indicates that the organizational structures of government and public business sector companies are greater in length than private companies.
- The percentage of officials in the electrical appliances companies at the age group of 50 years and above is the largest in government and public business sector companies than the private companies, where the percentage was 85%, 9%, respectively, indicating the higher experience of the officials in government and public business sector companies, compared to officials experience in the private sector companies.
- The percentage of officials with experience of 20 years and over is larger in government and public sector electrical equipment companies than the private sector companies, where the percentage was 85%, 9%, respectively, indicating the high experience of the government and public business sector companies officials and this is consistent with what has been mentioned in the prior item .

## 9.4 Testing Research Hypotheses

### 9.4.1 Testing the validity of the First hypothesis (availability of the holistic marketing)

To validate the first hypothesis, the researcher calculated all the means, standard deviation, and coefficient of variation as shown in the following table (5).

**Table 5: The availability of the holistic marketing in the electrical appliances companies in under study**

S.	Holistic marketing dimensions	Government and Public Business sector companies				Private sector companies			
		mean (*)	Standard deviation	Coefficient of variant	Order(**)	mean	Standard deviation	Coefficient of variant	Order
1	socially responsible Marketing	2.13	0.95	45	Third	1.98	0.28	14	First
2	Integrated marketing	1.94	0.38	20	First	2.6	1.83	70	Fourth
3	Internal marketing	3	1.27	42	Second	2.9	1.61	56	Third
4	Marketing by relations	2.46	1.39	57	Fourth	3	0.97	32	Second
	Holistic marketing	2.3	1.04	45	Second	2.6	0.87	33	First

(\*) If item got 3 or less, it is not available if the race got more than 3 it is available.

(\*\*) Respectively, according to the coefficient of variation, which shows the extent of agreement in opinions about a particular variable, the smaller the coefficient of variation, the greater the degree of agreement of views on that variable, and vice versa, and is calculated as follows:  $(\text{standard deviation} \div \text{mean}) \times 100$ .

It is apparent in the above table no. (5) That:

- The holistic marketing is generally not available in government, public sector, or private sector electrical appliances companies, where average for them was 2.3 degrees and 2.6 degrees respectively.
- The holistic marketing dimensions not readily available in government and public business sector electrical appliances companies is integrated marketing, internal marketing, socially responsible marketing and relationship marketing with an average of 1.92, 3, 2.13, 2.46 degrees respectively, and in



the private sector companies, is socially responsible marketing, relationship marketing, internal marketing, and integrated marketing with an average of 1.98, 3, 2.9, 2.6 degrees respectively.

To state how significant are the differences between officials in government, public business sector and the private sector electric appliances companies in terms of unavailability of holistic marketing and its various dimensions, the researcher conducted Mann-Whitney test as shown in the following table (6).

**Table 6: How significant are the differences between the officials of the electrical appliances companies with regard to the unavailability of holistic marketing and its various dimensions**

Description	Government, Public business sector and private sector electrical equipment companies		
	Mann- Whitney value(z)	Level of significance	significance
The Holistic marketing:	-1.401	0.124	insignificant
1- socially responsible Marketing	-0.922	0.144	insignificant
2- Integrated marketing	-0.652	0.227	insignificant
3- Internal marketing	-1.132	0.202	insignificant
4-relationship Marketing	-0.366	0.319	insignificant

It is apparent in the above table no. (6) That there are no statistically significant differences between the electric appliances companies officials in regard of the unavailability of holistic marketing and its various dimensions, and that any differences may be accidental. In general, through above analysis it is apparent the validity of the first hypothesis.

**9.4.2 Testing the validity of the Second Hypothesis (lack of organizational performance overall evolution resulting from non-application of holistic marketing)**

To prove the validity of the second hypothesis, the researcher conducted the calculations of the means, standard deviation and coefficient of variation as follows:

**Table (7): The extent of overall organizational performance non evolution resulting from the non-application of the holistic marketing in the electrical appliances companies under study, in the last five years**

P	Overall organizational performance indicators	Government and Public Business sector companies				Private sector companies			
		mean	Standard deviation	Coefficient of variation	Order	mean	Standard deviation	Coefficient of variation	Order
1	Market share increased significantly	3	1.13	38	Third	2.65	1.22	46	fifth
2	we could keep existing customers significantly	2.24	1.25	56	Seventh	3.3	1.71	52	sixth
3	we could attract new customers significantly	3.1	2.95	95	Tenth	2.7	1.01	37	second
4	customer loyalty rose to an unexpected degree	1.15	0.23	20	First	1.24	1.02	82	ninth
5	profit increased significantly	2.23	1.87	84	Ninth	2.65	1.66	63	eighth
6	rate of return on investment has increased significantly	2.14	1.13	53	Sixth	1.88	1.02	54	seventh
7	we could create a positive mental image of our company among customers	2.01	1.61	80	Eighth	1.21	0.25	21	first
8	productivity rose sharply	3.71	0.96	26	Second	3.14	2.66	85	tenth
9	cash flow increased significantly	2.27	1.18	52	Fifth	2.51	1.05	42	fourth
10	customer satisfaction increased satisfactorily	2.81	1.29	46	Fourth	2.95	1.15	39	third
	general average of the overall organizational performance	2.47	1.37	55	Second	2.42	1.14	47	first

It is apparent in the above table no. (7) That:

- The development of the overall organizational performance is generally unavailable in government, public business sector and private sector electrical appliances companies, where the average for them was 2.47, 2.42 degrees, respectively.
- The overall organizational performance dimensions most readily unavailable in electrical appliances companies in the government, the public business sector is the customer loyalty, where the average reached up to 1.15 degrees, and in the private sector companies, was able to create a positive mental image of the company, where the average has amounted to 1.21 degrees.

To illustrate how significant are the differences between the officials of the electrical appliances companies in the government, public business sector and private sector with respect to the lack of evolution of the overall organizational performance resulting from non-application of the holistic marketing, the researcher used Mann-Whitney as shown in the following table (8).

**Table (8): How significant are the differences between the officials of the electrical appliances companies with regard to the lack of evolution of the overall development of organizational performance resulting from the non-application of the holistic marketing during the last five years**

Description	Government, public business		
	Mann- Whitney value (z)	Level of significance	significance
Overall organizational performance	-0.621	0.123	insignificant

It is apparent from the above table no. (8), that there is no statistically significant differences between officials in government, public business sector and private sector electrical appliances companies with respect to the organizational performance overall evolution resulting from the non-application of the holistic marketing, and that any differences could be accidental. In general, through the above analysis it is clear the validity of the second hypothesis.

#### 9.4.3 Testing the validity of the third Hypothesis (the relationship between the holistic marketing and overall organizational performance)

To validate the third hypothesis, the researcher used several statistical tools to clarify the relationship between the holistic marketing (and its various dimensions) and overall organizational performance, and following the results of third hypothesis analysis.

##### 9.4.3.1 Determination of how is the correlation between the holistic marketing (and its various dimensions) and overall organizational performance

The researcher used matrix of spearman rank correlation to determine the strength and direction of the relationship between holistic marketing (and its various dimensions) and overall organizational performance as shown in the following table (9).

**Table 9: Degree and significance of the correlation between the holistic marketing (and its various dimensions) and Overall organizational performance in the companies under study**

Description	Overall organizational performance		
	Correlation degree	Level of Significance	Significance
Holistic marketing:	0.714	0.000	Significant
1- socially responsible Marketing	0.121	0.164	insignificant
2- Integrated marketing	0.754	0.000	Significant
3- internal marketing	0.690	0.000	Significant
4-relationship Marketing	0.734	0.000	Significant

It is apparent from the above table no. (9) As follows:

- There is a strong positive direct statistically significant correlation between holistic marketing and the overall organizational performance in general, where coefficient of correlation was 0.714 at significance level less than 0.01.

- There is a strong positive direct statistically significant correlation between both of the integrated marketing and internal marketing and relationship marketing, and overall organizational performance, where correlation coefficients were 0.754, 0.690, 0.734, respectively, at significance level less than 0.01.
- There is no statistically significant correlation between marketing social responsibilities and overall organizational performance, where the correlation coefficient was 0.121 at the significance level of 0.164 and this level of significance is non-significant.

#### 9.4.3.2 Determination of the form of relationship controlling independent and dependent variables

To recognize the form of the relationship governing the independent and dependent variables, and verify that there is a relationship between the independent variables of concern, and the dependent variable, the researcher used method of multiple regression analysis, as shown in the following table (10).

**Table (10): The relationship between the holistic marketing and overall organizational performance (Multiple regression analysis outputs)**

S.	Holistic marketing elements	Coefficient of regression Beta	Coefficient of correlation R	Coefficient of determination R <sup>2</sup>
1	-----	0.121	0.27	0.07
2	-----	0.014	0.31	0.10
3	-----	0.110	0.24	0.06
4	-----	0.127	0.37	0.14
5	-----	0.101	0.28	0.08
6	-----	0.032	0.26	0.07
7	-----	0.111	0.29	0.08
8	-----	0.108	0.33	0.11
9	-----	0.011	0.31	0.10
10	(*)	0.335	0.70	0.49
11	(**)	0.298	0.77	0.59*
12	(*)	0.354	0.64	0.41
13	(*)	0.322	0.81	0.66
14	-----	0.122	0.25	0.06
15	(*)	0.342	0.77	0.59
16	(*)	0.386	0.69	0.48
17	-----	0.112	0.30	0.09
18	(**)	0.225	0.76	0.58
19	-----	0.046	0.23	0.05
20	(**)	0.241	0.77	0.59
21	(*)	0.311	0.73	0.53
22	(*)	0.314	0.68	0.46
23	(**)	0.220	0.64	0.41
24	(*)	0.344	0.79	0.62
25	(**)	0.230	0.80	0.64
26	(*)	0.312	0.75	0.56
27	(*)	0.351	0.69	0.48
28	-----	0.088	0.34	0.12
	Multi-correlation coefficient in the model as a whole R	0.677		
	Coefficient of determination in the model as a whole R <sup>2</sup>	0.458		
	The value of "F" calculated in the model as a whole	68.21		
	The level of statistical significance	0.01		

(\*) Level of statistical significance <0.01 according to "T" Test.

(\*\*)Level of statistical significance of .01, according to "T" test.

It is apparent from the above table no. (10) As follows:

- Multiple regression analysis showed the presence of a statistically significant relationship in the model as a whole at the significance level of .01 (according to the test "F").
- The determination coefficient(  $R^2$  ) reached 0.458 in the sense that the overall dimensions of marketing explain approximately 45.8% of the overall organizational performance, while the rest of the ratio of 54.2%, a so-called unexplained change in the sense that it can be interpreted in other variables.
- the results of multiple regression analysis- using the method of Regression Stepwise- explained variables of the holistic marketing that have statistically significant relationship with overall organizational performance for companies under study, according to the outputs of this analytical method, it has been shown that, of variables of the holistic marketing subject to the analysis (28 variable), there are 15 variables only associated relationship statistically significant at a significance level of less than .01, .01 (according to the test "t") with overall organizational performance as shown in table No. (10). these are the variables are as follows: to provide a variety of products to meet different customer needs, pledged after service sales, determining the price is fair and commensurate with the nature of each product, not to exaggerate the target profit margin, control of distribution channels to ensure the provision of quality services, to try to have the product available in all distribution outlets, the use of an appropriate promotional mix to the nature of the products, the direction of the marketing department to push and motivate its members on an ongoing basis, the attention of senior management to provide the necessary resources for marketing activity, the other departments of the organization to provide the necessary assistance for the success of marketing activity, work within the organization as a team, always work to communicate with employees, work on improving the performance of employees through incentives and training, seeking to support the bridges of trust with the various parties, and to abide by all the undertakings and contracts with various parties. In general, it is apparent from the above analysis the non-validity of the third hypothesis.

## ***10. Findings and Recommendations***

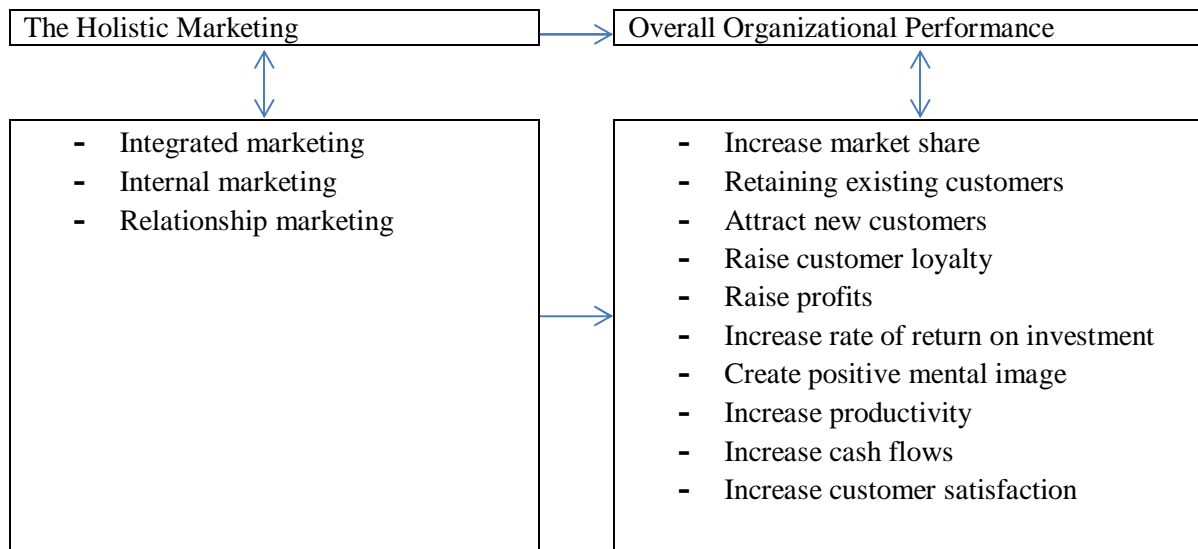
### **10.1 Findings**

The research concerned with investigating and analysis of the relationship between the holistic marketing and overall organizational performance in the electrical appliances companies operating in the Greater Cairo and new industrial cities, where in the light of this, some findings have been reached as follows:

- 10.1.1** The holistic marketing is generally not available in government, the public sector, and the private sector electrical appliances companies.
- 10.1.2** The development of the overall organizational performance is generally not available in government, public business sector, and private sector electrical appliances companies.
- 10.1.3** There is a strong positive direct statistically significant correlation between the holistic marketing and its various dimensions (integrated marketing, internal marketing and relationship marketing),and overall organizational performance in general, while there is no statistically significant between the later dimension of holistic marketing, namely socially responsible marketing, and overall organizational performance.

### **10.2 Recommendations**

In light of the results of the current study, the researcher recommends the electrical appliances companies to adopt the proposed study model and modified in the light of the results of the study as shown in the following figure (1):



**Fig. 1: Proposed study model: the relationship between the holistic marketing and the overall organizational performance**

The researcher can illustrate the features of this proposed and modified model, as follows:

## 1. The proposed framework for the holistic marketing

### 1.1 integrated marketing: *Where the following should be taken into account:*

The need to improve the products on an ongoing basis, the importance of providing a variety of products to meet customer needs, must be obliged with providing services after sales, it is necessary to determine the price fairly and commensurate with the nature of each product, it is important not to exaggerate the target profit margin, must deal with the distribution channels according to the nature of each product, the need to have the product available in all distribution outlets, it is important that the promotional campaigns are appropriate to the nature of products, the need to use an appropriate of promotional mix to the nature of the products and it is important to pay attention to the public relations to improve the mental image of the organization.

### 1.2 Internal marketing: *Where the following should be taken into account:*

The need for the marketing department to pay and motivate its members on an ongoing basis, the importance of senior management to pay attention to provide the necessary resources for marketing activity, the other departments in the organization must operate to provide the necessary assistance for the success of marketing activity, the need to work within the organization as a team, it is important to work always to communicate with workers and must seek to improve the performance of employees through incentives and training.

### 1.3 Relationship Marketing: *Where the following should be taken into account:*

The need to support the bridges of trust with the various parties, must abide by all the undertakings and contracts with various parties and it is important that the products are reliable in different circumstances.

## 2. The proposed framework for measuring overall organizational performance

As long as there is a significant relationship between the holistic marketing (Integrated Marketing- internal marketing – relationship Marketing) and overall organizational performance, as clarified by the results of the field study, it is important for electrical appliances companies to measure the return of holistic marketing (overall organizational performance), thus the researcher suggests a methodology to measure such return, which implies ten criteria, namely: market share, retain existing customers, attract new customers, customer loyalty, profits, return on investment, the mental image of the Organization by the clients to, productivity, cash flow, customer satisfaction.

## 3. Future Researches

The researcher suggests to academics and researchers some researches that can be studied in the future, namely:

- Study the relationship between the holistic marketing and overall marketing performance in the electrical appliances companies in A.R.E.
- Study the relationship between the holistic marketing and overall organizational performance (comparative study) by application on electrical appliances companies in A.R.E, and those operating in other developed countries.
- Study the role of holistic marketing in supporting the regulatory decisions in the electrical appliances companies in A.R.E.

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