



Effects of Peace Marketing and Social Marketing Practice on Conflict Management: Mediating Role of Strategic Leadership (The Case from Mining Companies in East Guji Zone Oromia, Ethiopia)

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ABSTRACT

The main objective of this study is to assess the effects of peace marketing and social marketing practices on conflict management in the case of mining industries in Ethiopia's Oromia regional state of the East Guji zone. Farther more, the study helps the mining industry owners understand the effects of peace marketing and social marketing practices on conflict management which leads to peace and harmony between the company and the surrounding community that sustains long lasting peace and profitability of the company. The study has relevant literature and a considerable discussion of the effects of peace and social marketing on conflict management with the mediating role of strategic leadership. According to various researchers, peace marketing is a somewhat fresh idea in place of a non-return market in collaboration with social marketing practices to create peace (Al-Taie & Al-Hadrawi, 2021). As a result, this research aimed to investigate the effects of the peace market and social marketing practice in conflict resolution from mining companies in Ethiopia, East Guji zone of Oromia regional state. The study employed a Quantitative research design method using a survey questionnaire to collect data. The data analysis was done using the structural equation modeling technique (SEM), and 400 respondents were taken as a sample size. The analyzed result shows that peace marketing and social marketing practice has an appositve and significant effect on conflict management as well as strategic leadership is the best mediator among peace marketing and social marketing practice on conflict management



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1. Introduction

The idea of a peace market was started to emerge around 2016 and addressed at international venture meetings to bring environmental or world peace. Farther more, peace marketing was promoted at Hiroshima University in Japan (Al-take et al., 2022). This meeting brings shareholders and research scholars in this new discipline continuously challenged by competencies from world ventures/businesses/ integrations to bring peace (Al-Taie & Al-Hadrawi, 2021). Farther more—peace marketing was, to some extent, a fresh idea representing non-return marketing. Farther more, Peace marketing promotes peace and kindness in the community by stimulating human attitudes to peace and social

integration so that the world becomes free of disturbance, conflict, terror, and crises. Kotler, a father of marketing, stated that we brought peace to the world by uniting nations and avoiding disagreement and contradictions among societies.

Moreover, social marketing addresses the principle of marketing skills, ideas, and ways to promote societal and economic situations (Harris, 2022). Additionally, Kotler addresses the social result of the economic situation, decisions, and related activities. As a result of these facts, the social market needs to promote and connect marketing ideas to change attitudes that benefit individuals and societies for the greater social good (Harris, 2022). In this case, leadership is crucial in strengthening this new idea. In this regard, leadership is a social role in which an individual plays his role during interaction with other group members. This leadership role is future by his skill and ability to change or influence others and change their attitude towards positive behavior, leading to sustained peace.

On the other hand, leadership is an attitude or behavior which leads to performing to achieve group and individual goals and objectives (Aziz, 2021). Accordingly, for current research, strategic leadership is a suitable mediator for the effect of peace marketing and social marketing practice on conflict management. In this case, many social issues in Ethiopia need solutions through practicing peace marketing and social marketing with the support of strategic leadership. As mentioned above, various social issues are raised and become a source of conflict in different parts of the country. Among these social issues inappropriate utilization of natural resources by different mining companies which are operating in the Oromia regional states of Guji Zone, which is resulted in social conflict at various times due to unfair utilization of natural resources, environmental pollution, absence of job opportunities and other related issues concerning natural resource exploited from the zone. Due to these facts, many social conflicts have been made between mining companies and the surrounding community living around the company for many decades, which is still a hot social issue in the area. According to the researcher's observation, these social issues which lead to conflict between the companies and the community is due to the absence of peace marketing and social marketing practices as well as effective strategic leadership. Because of this, the current study investigates the effects of peace marketing and social marketing practices on conflict management in Ethiopia's mediating role of strategic leadership (The case of Guji zone mining companies and the Surrounding community).

To begin with, the concept of peace was taught by Dr. kotlor, who was considered a father of modern marketing, while arranging a master class scheduled on the 9th of June 2011 titled "Marketing 3.0" at the capital city of Bangladesh called Dhaka. At the time of this class, kotler tried to teach the good side of marketing and asked the class questions like can marketing bring world peace? And can it be marketed? Later, kotler answered the questions at an international venture/business meeting in Hiroshima, Japan, in 2016, responding as "Marketing is love and love for peace" (Huda, 2020). Later, the answers bring an opportunity to explain how and why marketing contributes to world peace.

In this regard, the question indicated how we could market peace as commodities, products, services, and ideas to sustain peace in the world community. Because peace is one of the necessities of the global community. Peace brings harmony and integration among the global community, which is used to sustain the country's social welfare and economic development. Farther more, peace marketing brings kindness and integrity by changing people's attitudes to sustain peace and societal integration to make the global environment free of crises and conflict, leading to full-scale war and genocide. In this case, Dr.Kotler argued that peace could be made and brought through harmony, unity, and collaboration among the community by avoiding disagreement and avoiding negative thoughts from the mind (Al-Taie & Al-Hadrawi, 2021). However, currently, the minds of many individuals worldwide are not full of positive ideas. Instead, it fabricates hate speech which leads to conflict.

In addition to peace marketing, social marketing, established for social good, seeks to bring sustainable peace to the community (Harris, 2022). Social marketing emerged in Asia for the first time by facilitating various social activities for social good (Pang et al., 2021). However, our understanding of social marketing awareness, adaptation, and achievement in Ethiopia is stealing limited and at the introduction stage. In this regard,

Various literature revealed that, When organizations participate in social marketing activities, societal problems such as poverty, ethnic conflict, and conflict which result from miss utilization of resources and appropriate environmental degradations are solved or minimized. However, Ethiopia's peace and social marketing activities are still in the introduction stage.

On the other hand, leadership is an individual attitude and style which leads the community toward achieving desired goals and objectives (Aziz, 2021). As a result, the approach and nature of the occurrence of conflict depend on the leadership style. If there is good leadership, there is no more exaggerated conflict in the community. However, when the leadership does not meet the community's needs and wants, the probability of conflict, leading to severe damage, is high. In this case, many social issues in Ethiopia need solutions through practicing peace marketing and social marketing with the support of strategic leadership. As mentioned above, regarding natural resources exploited from the study area, various social issues are currently raised and have become a source of conflict. Among these social issues, inappropriate utilization of natural resources by different mining companies operating in the Oromia regional states of Guji Zone leads to social conflict due to unfair utilization of natural resources, environmental pollution, and absence of job opportunities and other related issues in the zone. As a result of these facts, many social conflicts have been made between the mining companies and the surrounding community for many decades, which is still a hot social issue in the area. According to the researcher's observation, these social issues leading to conflict or conflict between the companies and the community are due to the absence of peace marketing and social marketing practices and ineffective strategic leadership. Due to this, the study is aimed to investigate the effects of peace marketing and social marketing practices on conflict management in Ethiopia, the mediating role of strategic leadership (The case of Guji zone mining companies and the Surrounding community)

1.1. Objectives of the Study

- a. To analyze the effects of peace marketing practice on conflict management
- b. To examine the effects of Social Marketing practice on conflict management
- c. To determine the effects of strategic leadership on conflict management
- d. To evaluate how strategic leadership positively mediates the relationship between peace marketing practice and conflict management
- e. To evaluate how Strategic leadership positively mediates the relationship between social marketing practice and Conflict Management

1.2. Hypotheses

- H1: Peace marketing practice has a positive and significant effect on Conflict Management
 H2: Social Marketing practice has a positive and significant effect on Conflict Management
 H3: Strategic Leadership has a positive and significant effect on Conflict Management
 H4: Strategic Leadership positively mediates the relationships between Peace Marketing practice and Conflict Management
 H5: strategic leadership positively mediates the relationships between Social Marketing practice and Conflict Management

1.3. Significance of the Study

It helps the company owners understand the effects of peace marketing and social marketing practices on conflict management which leads to peace and harmony between the company and the surrounding community, which sustain the profitability of the company

It enables the government and company owners to understand the effects of peace marketing and social marketing practices on conflict management for the country's economic sustainability by creating peace and harmony between the community and business (company owners). It enables the company owners to understand the value of peace marketing and social marketing practices for the profitability of their business and

shows them how to bring peace and positive relationship between the company and the community, which make the company more profitable than ever

It will be used as a source of knowledge for business owners and make them work on achieving societal peace and harmony, making the company more competitive and becoming a mining company for a long time.

It enables the community to understand their role in business organizations and motivates them to play their best in the many mining companies which have curtailed their role in the country's development. It enables the government, especially the mining sector, to set a direction for modernizing and leading peace marketing and social marketing practices to build peace and harmony between companies and the community, leading to the country's economic development.

The study was conducted in 4 mining companies in the East Guji zone, which adequately supports the research findings (Medroc Lega danbi Gold mining company, Adola Worki Limat (Adola Gold Development), Kentish Tantalum Production Company and Me'e book Ceramic Production Company.

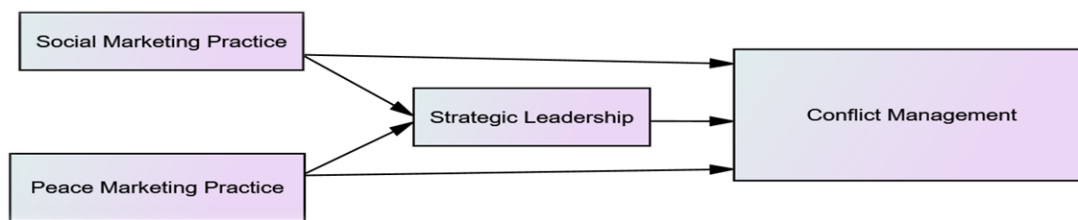


Figure 1: Conceptual Frame Work of the Study

2. Literature Review

2.1. Peace Marketing

The idea of a peace market emerged around 2016 and was addressed at an international venture meeting to bring environmental or world peace. Farther more, peace marketing was promoted at Hiroshima University in Japan (Al-Taie & Al-Hadrawi, 2021). The meeting brings shareholders and research scholars in this new discipline who were continuously challenged by world venture/ business/ integrations competencies to bring peace. Al-Taie and Al-Hadrawi (2021) Farther more, the peace market was, to some extent, a fresh idea representing no-return marketing. Additionally, Peace marketing promotes peace and kindness among communities by stimulating human attitudes to peace and social integration so that the world becomes free of disturbance, conflict, terror, and crises. Kotler, a father of marketing, stated that we brought peace to the world by uniting nations and avoiding disagreement and contradictions among societies. Moreover, social marketing addresses the principle of marketing skills, ideas, and ways to promote societal and economic situations (Harris, 2022).

2.2. Social Marketing

In addition to peace marketing, social marketing, established for social good, seeks to bring sustainable peace to the community (Harris, 2022). Social marketing emerged in Asia for the first time by facilitating various social activities for social good (Pang et al., 2021). However, our understanding of social marketing awareness, adaptation, and achievement in Ethiopia is stealing limited and at the introduction stage. In this regard, Various literature revealed that, When organizations participate in social marketing activities, societal problems such as poverty, ethnic conflict, and conflict which result from miss utilization of resources and appropriate environmental degradations are solved or minimized. However, nowadays, the practice of peace marketing and social marketing activities in Ethiopia is in the introduction stage.

2.3. Strategic Leadership

Leadership has a crucial role in strengthening this new idea of peace marketing. In this regard, leadership, a social role in which a person plays his role during interaction with other group members, should be implemented. This leadership role is future by individuals skill and ability to change or influence others and change their attitude towards positive behavior that leads to sustained peace. On the other hand, leadership is an attitude or behavior that leads to achieving group and individual goals and objectives (Aziz, 2021). Accordingly, for current research, strategic leadership is a suitable mediator for the effects of peace marketing and social marketing practice on conflict management.

2.4. Research Gap

There was a study conducted in Nigeria by Charles in 2022 on conflict management in Nigeria's oil and Gas industry: The imperative of peace marketing (Charles, Chang-Richards, & Yiu, 2022) analyzed by using statistical SPSS v22, which has Geographical and methodological gap, whereas the current study will be conducted in Ethiopia, on the effects of peace marketing and social marketing practices on conflict management in the case of Mining companies with mediating role of strategic leadership and analyzed by Structural Equation Modeling (SEM) With the help of AMOS V23 soft ware. Farther more, the study on the Social Market Economy as a Formula for Peace, Prosperity, and Sustainability by Almuth D. Merkel has a theoretical gap with the current study (Merkel, 2021). In contrast, the current study focuses on the effects of peace and social marketing on conflict management with the mediating role of strategic leadership. Because leadership is the best mediator of Peace marketing and social marketing practices in conflict management, another study conducted on conceptual and practical aspects of peace marketing in the tourism industry (Joshi, Saxena, & Godbole, 2016) has a methodological, theoretical, and population gap with the current study. Moreover, the study on the Role of Strategic Leadership in Crisis Management in the Case of the Governmental Sector in Northern Iraq Erbil City (Aziz, 2021), which has a theoretical and methodological gap, focuses only on the role of strategic leadership in conflict management. In contrast, the current study uses strategic leadership as a mediating role of peace marketing and social marketing practice on conflict management.

3. Research Design and Methodology

3.1. Design methodology

This study will employ a Quantitative research design method by using a survey questionnaire to collect data. The analysis of data is done by using the structural equation modeling technique (SEM)

3.2. Study Population

The target populations for the study were the surrounding community, employees and managers of those mining companies, and both woredas and Zonal mining sector officials and employees. The study was conducted in 4 mining companies in the East Guji zone, supporting the research findings. Namely (Medroc Lega danbi Gold mining company, Adola Worki Limat (Adola Gold Development), Kentish Tantalum Production Company, and Me'e Book Ceramic Production Company. Data were collected systematically from the targeted surrounding community, employees, and managers of those mining companies and both woredas and Zonal mining sector officials and employees to avoid repetition. The study covers 5 woredas of the Zone: Arda jila Me'e Boko, Adola, Odoshakiso, Aga Woyu, and Seba Boru.

3.3. Sampling Design and Sample Size

The respondents' selections for this study were random and purposive sampling for the surrounding community; employees and managers of mining companies and zonal and woredas employees and leaders of mining offices were purposely selected to respond to the questionnaires. The study covers 5 woredas of the Zone: Arda jila Me'e Boko, Adola, Odo shakiso, Aga Woyu, and Seba Boru in which the mining companies operate. The study targeted an estimated population of 1,800,247. 400 respondents were selected as a

sample of respondents, and it was calculated using Yamane, Wyluda, and Shulman (1967) sample size formula, which is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}, \text{ Then, } n = \frac{1,800,247}{1 + 1,800,247(0.05)^2} = 400$$

3.4. Data Gathering Tools

In this study, the researcher used a questionnaire as a data-gathering tool. Because since the research type was quantitative and the sample size is large, the questionnaire is appropriate to get available data for the study. The questionnaires were developed based on a five-item Likert scale. Responses would be given to each statement using a five-point Likert-type scale, for which 1 =strongly disagree to 5 = strongly agree.

3.5. Method of Data Analysis and Presentation

The robust statistical tool known as structural equation modeling (SEM) was employed for data analysis Because SEM pools the structural model known as path Analysis and the measurement model known as Confirmatory factor analysis. Structural equation modeling is capable of handling multiple relations simultaneously and efficiently (North Dakota state university, 2016)

3.6. Reliability Testing for Pretested Dimensions

Reliability analysis was performed, and then data was prepared for hypothesis testing. The Pearson correlation was calculated to show the association between the overall effects of peace marketing and social marketing practices on conflict management with mediating role of strategic leadership.

4. Result and Discussion

4.1. Correlation Matrix Value

A. Field (2013); Nicholas, Juile, and Daviel (2005) state that the correlation of items to each other greater than 0.3 is Acceptable. In this case, as the following correlation table value shows, all variable items have a significant r value. Accordingly, the correlation of peace marketing=1, social marketing=0.913, strategic leadership=0.892 and conflict management=0.906 which indicated that , each items are significantly correlated

Table 1
Correlation Matrix table

		Mav	SMav	Slav	CMav
Mav	Pearson Correlation	1	.913**	.892**	.906**
	Sig. (2-tailed)		.000	.000	.000
	N	400	400	400	400
SMav	Pearson Correlation	.913**	1	.967**	.965**
	Sig. (2-tailed)	.000		.000	.000
	N	400	400	400	400
Slav	Pearson Correlation	.892**	.967**	1	.944**
	Sig. (2-tailed)	.000	.000		.000
	N	400	400	400	400
CMav	Pearson Correlation	.906**	.965**	.944**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	400	400	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Analysed result (2023)

Kaiser Meyer Olkin measures the strength of the relationship among variables, and two statistical measures are also generated using SPSSv23 to determine the data's factorability. In this case, Bartlett's test of sphericity should be significant at p<0.05. On the other hand, the Kaiser Meyer Olkin (KMO) measure of sampling adequacy, which has a value greater than 0.5, is acceptable for the sample to be adequate for the factor analysis to be considered appropriate. Accordingly, as shown in the following table, the KMO and

Bartlett’s test results show that all the factor values are significant and reliable for factor analysis. (A. Field, 2013; A. P. Field, 2005; Hair, Money, Samouel, & Page, 2007; Pallant, 2011). Accordingly, the KMO test value for this study factor is 0.877, which is suitable for analysis, and Bartlett’s test is significant at $p=0.000$, indicating that the data were reliable and significant.

Cronbach’s (α) alpha was used to determine the reliability of each group. Accordingly, the average value suitable for analysis is 0.70. The table below demonstrates the scale’s internal consistency (A qualitative study on SME North Dakota State University 2016). The criteria for demonstrating internal consistency is considered terrific if $\alpha \geq 0.9$, good, for $0.7 \leq \alpha < 0.9$, acceptable, for $0.6 \leq \alpha < 0.7$, weak for $0.5 \leq \alpha < 0.6$, and unacceptable for $\alpha < 0.5$ (Flynn, Schroeder, & Sakakibara, 1994; Hair et al., 2007; Kline, 1999). Therefore, the value of 4 items in the following reliability statistics table shows Cranach’s alpha result is 0.986, which was an acceptable result for the items extracted.

Table 2
KMO and Bartlett’s test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	3296.792
	df	6
	Sig.	.000

Source: Analysed result(2023)

As indicated in the above reliability statistics, the value of Cronbach’s alpha result is 0.982, which is acceptable for all items extracted. In this case, peace marketing and social marketing significantly affect conflict management, whereas strategic leadership is the best mediator between the effects of peace marketing and social marketing on conflict management. To explain more about the result extracted from the analyzed data, the CFA model results for all variable items are in Figure 2.

Table3
Reliability Statistics Table

Cronbach's Alpha	N of Items
.982	4

Source: Analysed result (2023)

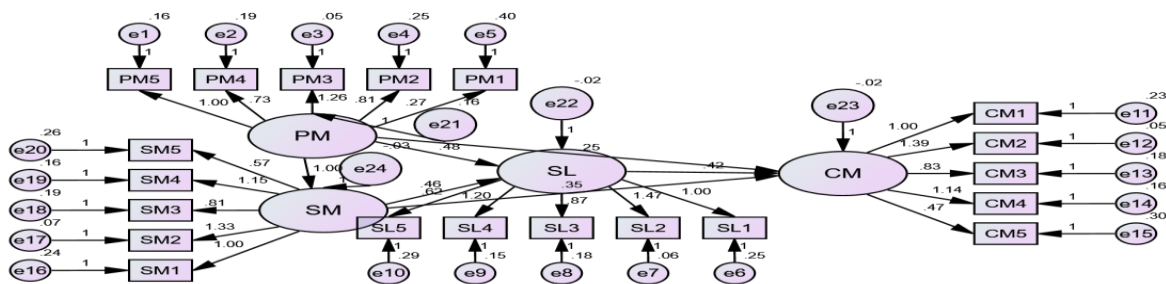


Figure 2: CFA Model for PM, SM, SL, and CM

Source: SEM Analysis result (2023)

CMN/DF = 0.65, CFI = 0.97, AGFI = 0.91, GFI = 0.95, RMSEA = 0.21

According to the above model result,

$CMN/DF = 0.65, CFI = 0.97, AGFI = 0.91, GFI = 0.95, RMSEA = 0.21$

It indicated that the excellent fitness of the model and each independent variable, peace marketing (social marketing (SM) and Strategic leadership (SL)), has a significant effect on the dependent variable, Conflict management (CM).

Table 4
Test of Hypothesis

Hypothesis	Tool	Result
H1: Peace marketing has a significant effect on conflict management	SEM	Significant
H2: Social marketing has a significant effect on conflict management	SEM	Significant
H3: Strategic leadership has a significant effect on conflict management	SEM	Significant
H4: Strategic leadership significantly mediates the relationship between peace marketing practice and conflict management	SEM	Significant
H5: Strategic leadership significantly mediates the relationship between social marketing practice and conflict management	SEM	Significant

Source: Analysed result by SEM (2023)

4.2. Summary of Findings

The peace market, which was, to some extent, a fresh idea, represented a no-return market, in line with social marketing, to bring peace. Peace marketing is to promote peace and kindness Ammon community by stimulating human attitude to peace and social integration so that the world becomes free of disturbance, conflict, terror as well as crises Kotler father of marketing, stated that we bring peace to the world by uniting nations and avoiding disagreement and contradictions among societies. In this case, social marketing and strategic leadership are vital in conflict management. However, understanding social marketing awareness, adaptation, and achievement in Ethiopia is limited. When organizations participate in social marketing activities, societal problems such as poverty, ethnic conflict, and conflict resulting from the misuse of resources and inappropriate environmental degradations are solved or minimized. However, Ethiopia's peace and social marketing activities are still in the introduction stage. According to the analyzed result, the main findings are stated here:

Ha1: stated as Peace marketing practice has a significant effect on Conflict Management is accepted. In contrast, the null hypothesis is not accepted because the value of $CMN/DF = 0.65, CFI = 0.97, AGFI = 0.91, GFI = 0.95, RMSEA = 0.21$ which has good model fit and the correlation matrix is 1 indicated significant effect on dependent variable conflict management.

Ha2: Social Marketing practice has a significant effect on Conflict Management is accepted. In contrast, the null hypothesis is not accepted because the value of $CMN/DF = 0.65, CFI = 0.97, AGFI = 0.91, GFI = 0.95, RMSEA = 0.21$ which has good model fit and the correlation matrix is 0.926 indicated positive and significant effect on dependent variable conflict management.

Ha3: stated Strategic Leadership has a significant effect on Conflict Management accepted while the null hypothesis is not accepted because the value of $CMN/DF = 0.65, CFI = 0.97, AGFI = 0.91, GFI = 0.95, RMSEA = 0.21$ which has good model fit and the correlation matrix is 0.908 indicated significant effect on dependent variable conflict management. The KMO value for all variable items is 8.77, and the reliability statistics is 0.986, which is good and significantly affects the dependent variable.

5. Conclusions

To some extent, the peace market was a fresh idea and represented a no-return market, in line with social marketing, to bring peace. Peace marketing is to promote peace and kindness Ammon community by stimulating human attitude to peace and social integration so that the world becomes free of disturbance, conflict, terror as well as crises Kotler father of marketing, stated that we bring peace to the world by uniting nations and avoiding disagreement and contradictions among societies. Moreover, social marketing addresses the principle of marketing skills, ideas, and ways to promote societal and economic situations (Harris, 2022). In this case, social marketing and strategic leadership are vital in conflict management. However, understanding social marketing awareness, adaptation, and achievement in Ethiopia, specifically in the study area, is limited. When organizations participate in social marketing activities, societal problems such as poverty, ethnic conflict, and conflict resulting from the misuse of resources and inappropriate environmental degradations are solved or minimized. However, the study area's peace marketing and social marketing activities are still in the introduction stage.

5.1. Theoretical Implications of the Study

The study's outcome is relevant to business owners who will adopt peace marketing and social marketing practices to enhance peace and harmony among the surrounding community and the business company to sustain peace and promote long-lasting business performance. Furthermore, the result is relevant to the government, especially the mining sector, which will follow the quality and efficiency of mining activities for quality production without harming the livelihoods of the surrounding community. In addition, since the study revealed that peace marketing and social marketing practice has a significant effect on conflict management, industry owners, the community, and government bodies should practice peace marketing and social marketing activities that promote peace and harmony among the communities and the business organizations.

5.2. Recommendations

Since peace marketing and social marketing have a crucial role in conflict management, the zonal, woredas, and mining companies operating in the zone should practice social marketing activities collaborating to achieve the surrounding community's needs and wants. To become profitable and sustainable for a long time, the mining companies operating in the study area should work collabrotly with surrounding communities in various social activities to increase societal happiness. Lastly, the government must aware the community of the importance and use of peace marketing and social marketing practices in conflict management and economic development of the country and work tirelessly on promoting this new concept practice

5.3. Suggestion for Further Research

The study has been done with a quantitative approach. However, future researchers can undertake a qualitative approach to understand the respondents' perceptions and opinions so that the effects of peace marketing and social marketing practices on conflict management are more understandable. The method of the study was by using the SEM analysis method only. Therefore, further study using another static method may need to take place to get different results about the effects of peace marketing and social marketing practices on conflict management.

Author's Contribution

Dereje Dinsa Negeri: This manuscript has its original work.

Conflict of Interest

The authors declared no potential conflicts of interest w.r.t the research, authorship, and/or publication of this article.

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