

# 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

This study have relevant literature and the considerable discussion of effects of peace marketing and social marketing on conflict management with mediating role of strategic leadership. According to various researchers ideas, peace marketing is some what fresh idea in place of non return market in collaboration with social marketing practices to create peace. (Al-taie et al., 2022). As a result of this fact, this research was aimed en route for investigate effects of peace market and social marketing practice in conflict resolution the case from mining companies in Ethiopia, East Guji zone of oromia regional state. This study was employed a Quantitative research design method by using surveys questionnaire to collect data. The analysis of data was done by using structural equation modeling technique (SEM) and 400 respondents were taken as a sample ample range. The analysed result shows that peace marketing and social marketing practice has appositve and significant effect in conflict management as well as strategic leadership is the best mediator among peace marketing and social marketing practice in conflict management

**Keywords:** Peace marketing, Social marketing, strategic leadership, conflict management

**DOI:** 10.7176/EJBM/15-13-02

**Publication date:** July 31<sup>st</sup> 2023

## 1.Introduction

The idea of peace market was started to emerge around 2016 and addressed on international venture meeting in order to bring environmental or world peace. Farther more, peace market, was more promoted at Hiroshima University in japan (Al-taie et al., 2022). The meeting brings share holders and research scholars in the area of this new decipline who were continuously challenged by competencies from world venture/ business/ integrations/relations to bring peace. (Al-taie et al., 2022) Farther more, ,peace market which was to some extent a fresh idea represntin a no return market, in line with social marketing, in order to bring peace. Peace marketing is to promote peace and kindness ammon community in stimulating human attitude to peace and social integration so that the world become free of disturbance, conflict, terror as well as crises Kotler father of marketing stated that we brought peace to the world by uniting nations and avoiding dis agreement and contradictions among societies. More over, social marketing which adresses the principle of marketing skill, ideas and ways to promote societal and economic situations (Harris, 2022). Additionally, it also addresses the social result of economic situation, decisions and related activities. As a result of this facts, social market need to promote as well as inter connect marketing ideas to extra way in order to change attitudes which benefit individual and societies for greater social good (Harris, 2022). To strengthen this new ideas, leadership has acrutial role. In this regard, leadership which is a social role in which an individual person play his role during in terraction with other group members. This leadership role is future by his skill and ability to change or influence others as well as change their attitude towards positive behavior that leads to sustain peace. On the other hand, leadership is an attitude or behavior which leads to perform to achieve group and individual goal and objectives (Aziz, 2021). Accordingly, for current research, strategic leadership is suitable mediator for the effect peace marketing and social marketing on conflict management. In this case, there are many social issues in Ethiopia which needs solution through practicing peace marketing and social marketing with the support of strategic leadership. As mentioned above, currently various social issues are raised and become source of conflict in different parts of the country. Among these social issues, the in appropriate utilization of natural resources by different mining companies which are operating in Oromia regional states of Guji Zone which resulted in social conflict in various time due to un fair utilization of natural reseource, environmental pollution, abcnce of job opportunity and other related issues regarding natural resource exploited from the zone. Due to these facts, many social conflicts have been made between mining companies and the community surrounding the company for many decades in the zone which is still the hot social issues of the area. According to the observation of the researcher, these social issues which leads to conflict or conflict between the companies and the community is

due to the absence of peace marketing and social marketing practices and absence of effective strategic leadership. Due to this, the current study was 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 East Guji zone mining companies and Surrounding community)

### 1.2. Statement of the Problem

To begin with the concept of peace, Dr. Kotler considered as father of modern marketing while he was arranging a master class schedule in 9<sup>th</sup> of June 2011 titled "Marketing 3.0", at the capital city of Bangladesh called Dhaka. At the time of this class, Kotler was tried to teach the good side of marketing as well as asking the class questions like can marketing donate to world peace? And can it be marketed? Later on Kotler answered the questions on international venture/business meeting which was take place in Hiroshima, Japan 2016 responding as "Marketing is love and love for peace" (Huda, 2020). Later on, the answers brings an opportunity to how and why marketing contribute to world peace. In this regard, the question is indicated ways and in what manner we can market peace as commodities or products as well as services and ideas to sustain peace to the world community. Because peace is one of the basic necessity of the global community. Peace brings harmony and integration among global community that used to sustain social welfare and economic development of the country. (Haas, 2019). Farther more, peace marketing brings kindness and integrity by changing peoples attitude to sustain peace and societal integration in order to make the global environment free of crises, conflict which leads to full scale war and genocide. In this case, Dr. Kotler argued that peace can be made and brought through harmony, unity and collaboration among the community by avoiding disagreement and avoiding negative thought from the mind (Al-taie et al., 2022). However currently the minds of many individuals around the world is not full of positive idea rather it fabricate hate speech which leads to conflict. In addition to peace marketing, social marketing which is established for social good is seek to bring sustainable peace for the community (Harris, 2022). For the first time the concept of social marketing was emerged in Asia 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 still limited and found at introduction stage. In this regard, various literature revealed that, when the organizations participate on social marketing activities, the societal problems such as poverty, ethnic conflict, and conflict which resulted from misutilization of resource and in appropriate environmental degradations are solved or minimized. But, now days the practice of peace marketing and social marketing activities in Ethiopia are still on introduction stage. On the other hand leadership is an individual attitude and style that lead the community towards achieving desired goal and objectives that leads to the prosperity of the society. (Aziz, 2021). As a result of this fact, the approach and nature of the occurrence of conflict is depends on the leadership style. If there is good leadership there is no more exacerbated conflict which is out of the community, However, when the leadership is not goes with the need and wants of the community, the probability of the occurrence of the conflict which leads to high damage is become high. In this case, there are many social issues in Ethiopia which needs solution through practicing peace marketing and social marketing with the support of strategic leadership. As mentioned above, currently various social issues are raised and become source of conflict in different parts of the country. Among these social issues, the inappropriate utilization of natural resources by different mining companies which are operating in Oromia regional states of Guji Zone which resulted in social conflict in various time due to unfair utilization of natural resource, environmental pollution, absence of job opportunity and other related issues regarding natural resource exploited from the zone. As a result of these facts, many social conflicts have been made between the mining companies and the community surrounding the company for many decades in the zone which is still the hot social issues of the area. According to the observation of the researcher, these social issues which leads to conflict or conflict between the companies and the community is due to the absence of peace marketing and social marketing practices and absence of effective strategic leadership. Due to this, current research is aimed on 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 East Guji zone mining companies and Surrounding community)

### 1.3. Objectives of the study

- To analyse effects of peace marketing practice on conflict management
- To examine effects of Social Marketing practice on conflict management
- To determine the effects of strategic leadership on conflict management
- To evaluate how strategic leadership positively mediates the relation between peace marketing practice and conflict management
- To evaluate how Strategic leadership positively mediates the relationship between Social marketing practice and Conflict Management

#### 1.4.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

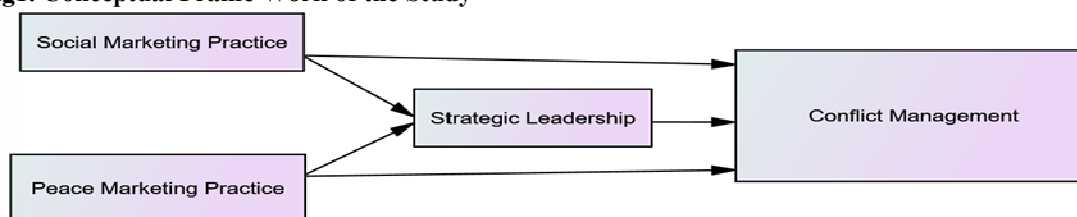
#### 1.5.Significance of the Study

- It helps the company owners to understand the effects of peace marketing and social marketing practices on conflict management which leads to peace and harmony between the company and 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 economic sustainability of the country 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 show 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 to work on achieving a societal peace and harmony which leads the company more competitive and become preferable mining company for a long period of time
- It enables the community to understand their role on business organizations and motivate them to play their best in this huge mining company which has curtail role for the development of the country
- It enables the government specially, mining sector to set direction for how to modernize and lead peace marketing and social marketing practices in order to build peace and harmony between companies and the community which leads to the profitability of the country's economic development

#### 1.6. Scope of the Study

The study was carried out in 4 mining companies in East Guji zone which is adequately support the research findings. It will cover 4 mining companies operating in Oromia regional states of East Guji Zone namely (Medroc Lega danbi Gold mining company, Adola Worki Limat (Adola Gold Development), Kentish Tantalum Production Company and Me'e book Ceramic Production Company.

**Fig1. Conceptual Frame Work of the Study**



#### 1.7. Litratue Review

##### Peace Marketing

The idea of peace market was started to emerge around 2016 and addressed on international venture meeting in order to bring environmental or world peace. Farther more, peace market, was more promoted at Hiroshima University in japan (Al-taie et al., 2022). The meeting brings share holders and research scholars in the area of this new decipline who were continuously challenged by competencies from world venture/ business/ integrations/relations to bring peace. (Al-taie et al., 2022) Farther more, .peace market which was to some extent a fresh idea represntin a no return market, in line with social marketing, in order to bring peace. Peace marketing is to promote peace and kindness ammon community in stimulating human attitude to peace and social integration so that the world become free of disturbance, conflict, terror as well as crises Kotler father of marketing stated that we brought peace to the world by uniting nations and avoiding dis agreement and contradictions among societies. More over, social marketing which adresses the principle of marketing skill, ideas and ways to promote societal and economic situations (Harris, 2022)

##### Social Marketing

In addition to peace marketing, social marketing which is established for social good is seek to bring sustainable peace for the community (Harris, 2022) For the first time the concept of social marketing was emerged in Asia

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 still limited and found at introduction stage. In this regard, Various literature revealed that, When the organizations participate on social marketing activities, the societal problems such as poverty, ethnic conflict, and conflict which resulted from miss utilization of resource and in appropriate environmental degradations are solved or minimized. However, our understanding of social marketing awareness, adaptation, and achievement in Ethiopia is limited. When the organizations participate on social marketing activities, the societal problems such as poverty, ethnic conflict, and conflict which resulted from miss utilization of resource and in appropriate environmental degradations are solved or minimized. However, now days the practice of peace marketing and social marketing activities in Ethiopia are still on introduction stage.

### **Strategic Leadership**

To strengthen this new ideas of peace marketing, leadership has a crucial role. In this regard, leadership which is a social role in which an individual person play his role during in interaction with other group members. This leadership role is future by his skill and ability to change or influence others as well as change their attitude towards positive behavior that leads to sustain peace. On the other hand, leadership is an attitude or behavior which leads to perform to achieve group and individual goal and objectives (Aziz, 2021). Accordingly, for current research, strategic leadership is suitable mediator for the effect peace marketing and social marketing on conflict management. In this case, there are many social issues in Ethiopia which needs solution through practicing peace marketing and social marketing with the support of strategic leadership. Accordingly, for the current study, strategic leadership is suitable mediator for the effect peace marketing and social marketing on conflict management. In this case, there are many social issues in Ethiopia which needs solution through practicing peace marketing and social marketing with the support of strategic leadership.

## **1.8. Research Design and Methodology**

### **Design methodology**

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

### **Study Population**

The target populations for the study will be the surrounding community, employees and managers of those mining companies and both woredas and Zonal mining sector officials and employees. The study will carry out in 4 mining companies in East Guji zone which is adequately support 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 will be collected from targeted surrounding community, employees and managers of those mining companies and both woredas and Zonal mining sector officials and employees systematically in order to avoid repetition. The study covers 5 woredas of the Zone namely: Arda jila Me'e Boko, Adola, Odoshakiso, Aga Woyu and Seba Boru.

### **Sampling design and Sample Size**

The selections of the respondent for this study will random sampling and purposive sampling for surrounding community; employees and managers of mining companies are as well as zonal and woredas employees and leaders of mining office are purposely selected to respond the questionnaires. The study covers 5 woredas of the Zone namely: Arda jila Me'e Boko, Adola, Odo shakiso, Aga Woyu and Seba Boru in which the mining companies are operating. The study targeted a estimated population of 1,800,247. 400 respondents were selected as sample of respondents and it was calculated using Yamane (1967) sample size formula which is calculated as:

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

### **Data gathering tools**

In this study, the researcher use questionnaire as a data gathering tool. Because since the research type is quantitative type 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 1 be given to each statement by using a five-point Likert type scale, for which 1 =strongly disagree to 5 = strongly agree.

### **Method of Data Analysis and Presentation**

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

### Reliability Testing for Pretested Dimensions

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

### 1.9. Result and Discussion

#### Correlation Matrix value

As stated by Juile, (2005) and Field (2013), the correlation of items to each other greater 0.3 is Acceptable. In this case, as the following correlation table value shows, all variable items have significant r value. Accordingly, the correlation of peace marketing=1, social marketing=0.926, strategic leadership=0.908 and conflict management=0.917 which indicated that, each items are significantly correlated

		PMav	SMav	SLav	CMav
PMav	Pearson Correlation	1	.926**	.908**	.917**
	Sig. (2-tailed)		.000	.000	.000
	N	400	400	400	400
SMav	Pearson Correlation	.926**	1	.976**	.979**
	Sig. (2-tailed)	.000		.000	.000
	N	400	400	400	400
SLav	Pearson Correlation	.908**	.976**	1	.971**
	Sig. (2-tailed)	.000	.000		.000
	N	400	400	400	400
CMav	Pearson Correlation	.917**	.979**	.971**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	400	400	400	400

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

Kaiser Meyer Olkin measure strength of the relationship among variables and two statistical measures are also generated by using SPSSv23 in order to determine factorability of the data. In this case, Bartlett's test of sphericity should be significant at  $p < 0.05$ . On the other hand, Kaiser Meyer Olkin (KMO) measure of sampling adequacy which has the value greater than 0.5 is acceptable for sample is adequate for the factor analysis to be considered as appropriate. Accordingly, the KMO and Bartlett's test results as shown in the following table, all the factors values are significant and reliable for factor analysis. (Kaiser 1974, Hair et al., 2007; Pallant, 2011; Field, 2005; Field, 2013) Accordingly, the KMO test values for this study factor is 0.877 which is good for analysis and the Bartlett's test is significant at  $p = 0.000$  which indicated that, the data were reliable and significant

#### 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

The Cronbach's ( $\alpha$ ) alpha was used to determine the reliability of each group. Accordingly, the average value which is suitable for analysis is 0.70. as shown in the table below to demonstrate the internal consistency of the scale (Aqualitative 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; George & Mallery, 2003;

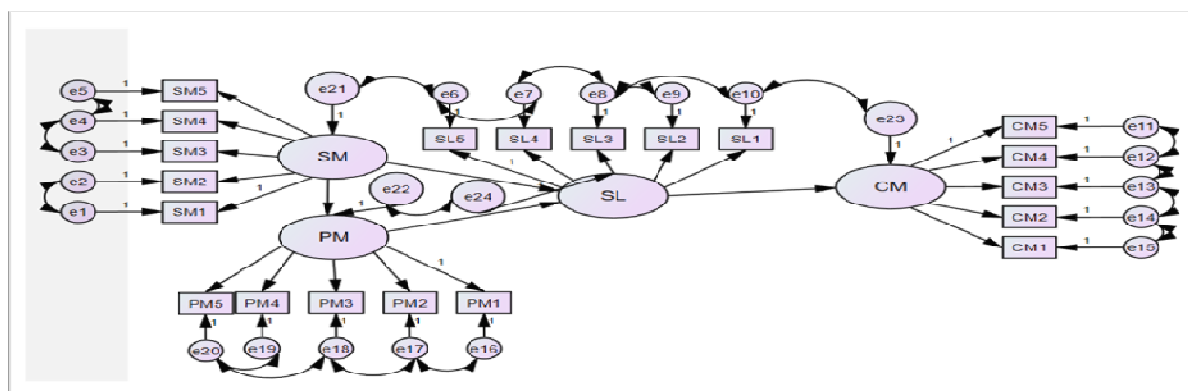
Hair, Anderson, Tatham, & William, 1998; Kline, 1999). Therefore, the value of 4 items seen in the following reliability statistics table shows Cranach's alpha result is 0.986 which was acceptable result for items extracted

### Reliability Statistics

Cronbach's Alpha	N of Items
.986	4

As indicated in the above reliability statistics, the value of cronbach's alpha result is 0.986 which is acceptable result for all items extracted. In this case, peace marketing and social marketing has appositve and significant effect on conflict management where as strategic leadership is the best mediator between effects of peace marketing and social marketing on conflict management. To explain more about the result extracted from the analysed data, the CFA model result for all variable items is shown below

### CFA Model for PM, SM, SL and CM



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

### Test of Hypothesis

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

Source :Analysed result by SEM (2023)

### 1.10. Summary of Findings

peace market which was to some extent a fresh idea represntin a no return market, in line with social marketing, in order to bring peace. Peace marketing is to promote peace and kindness ammon community in stimulating human attitude to peace and social integration so that the world become free of disturbance, conflict, terror as well as crises Kotler father of marketing stated that we brought peace to the world by uniting nations and avoiding dis agreement and contradictions among societies. In this case social marketing and strategic leadership has also avital role in conflict management. However, understanding of social marketing awareness, adaptation, and achievement in Ethiopia is limited. When the organizations participate on social marketing activities, the societal problems such as poverty, ethnic conflict, and conflict which resulted from miss utilization of resource and in appropriate environmental degradations are solved or minimized. However, now days the practice of peace marketing and social marketing activities in Ethiopia are still on introduction stage. According to the analysed result, the main findings are stated her under:

Ha1: stated as Peace marketing practice has a significant effect on Conflict Management is 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 1 indicated significant effect on dependent variable conflict management. Farther more, Ha2: Social Marketing practice has a significant effect on Conflict Management has a significant effect on Conflict Management is 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 0.926 indicated positive and significant effect on dependent variable conflict management. In other cases, Ha3: stated Strategic Leadership has a significant effect on Conflict Management has a significant effect on Conflict Management is 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 affect the dependent variable

### 1.11. Conclusions

peace market which was to some extent a fresh idea represntin a no return market, in line with social marketing, in order to bring peace. Peace marketing is to promote peace and kindness ammon community in stimulating human attitude to peace and social integration so that the world become free of disturbance, conflict, terror as well as crises Kotler father of marketing stated that we brought peace to the world by uniting nations and avoiding dis agreement and contradictions among societies. More over, social marketing which adresses the principle of marketing skill, ideas and ways to promote societal and economic situations (Harris, 2022) . In this case, social marketing and strategic leadership has also avital role in conflict management. However, understanding of social marketing awareness, adaptation, and achievement in Ethiopia specifically in the study area is limited. When the organizations participate on social marketing activities, the societal problems such as poverty, ethnic conflict, and conflict which resulted from miss utilization of resource and in appropriate environmental degradations are solved or minimized. However, now days the practice of peace marketing and social marketing activities in the study area is still on introduction stage.

### 1.12. Recommendations

Since peace marketing and social marketing practice has acrutial role in conflict management, the zonal, woredas and mining companies oprating in the zone shoul practice social marketing activities collabrotatly in order to achieve the surrounding community needs and wants. In order to become profitable and sustain for a long period of time, the mining companies operating in the study area should work collabrotly with sarrounding communities in various social activities in order to increase the societal happiness. Lastly the government must aware the community on the importance and use of peace marketing and social marketing practice in conflict management and economic development of the country and work tirelessly on promoting this new concept practice

### 1.13. Suggestion for Further Research

The study has been done with quantitative approach. However, future researchers can undertake a qualitative approach to understand the perception and opinion of the respondents so that effects of peace marketing and social marketing practice on conflict management has been more understandable .The method of the study was by using SEM analysis method only, Therefore farther study by using other statically method may needs to take place to get further result about effects of peace marketing and social marketing practice on conflict management.

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