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## **A Study of Citizen Satisfaction with the Spirit of Innovation and Work Validity of Basic Government Personnel in Shandong Province, China**

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**Abstract-** This paper aims to study the government personnel and citizen relationship with innovation spirit and their impact on citizen satisfaction. Descriptive statistical analysis is used in this research for a random sampling method with a 2000 population sample from Shandong province, China. The results obtained from descriptive analysis and correlation studies showed significant outcomes and positive relationships among citizens due to policy implementation by government personnel. The effects of this paper offer the value of innovation spirit in residents that help them to be satisfied with government policies and their performance, and these measurements develop citizen satisfaction. This research validates the use of the value of citizen satisfaction that encourages the grassroots of essential government to perform more efficiently for its public under administration.

**Keywords:** Government Personnel, Innovation Spirit, Citizen Satisfaction, Policy Implementation, Grassroots.

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## I. INTRODUCTION

The upgradation of government approaches documents citizen satisfaction to fulfill citizens' needs measured by surveys related to government performance in China. These performances reflect the considerable impulse of Chinese social reforms in this age. In surveying the government and public interaction, Chinese people can share their school of thought on government preferences and their expectations from government authorities for citizen gratification.

However, this strategy is relatively not enough to make satisfaction with government responses to meet citizens' needs. At this time, citizen satisfaction calls for a more conscious assessment of government approaches. If the government pays attention to citizens' needs, how the government reacts to their citizens for their well-being is a rising question. Due to academic interest in public relations, the execution of government policies and their performance in the public sector has been upgraded (Yu and Ma, 2015).

This discussion is tilted toward using data gathered through fair extents, such as official information and statistics, with little consideration paid to government replies to citizens' assessments of service attributes. The purpose of public personal judgment in measuring government policy conduction is emphasized in general efforts on citizen inspections. Observed indication of how governments use data from citizen reviews to improve their assistance is restricted (Gao, 2012). In citizen satisfaction in Shandong province, China, government employees' performance with innovation spirit is measured. This innovation can provide value by improving the outcomes of government policies and the quality of work as long offered.

To improve the efficiency of public organizations, the pressure reduces costs and enhances the value of money and expenditures. Expenses in all public services tend to rise quicker than in economy and education. Innovation in these services can enhance more active provision in these sectors. Strong leadership at the highest political levels is required to bring out the best and central purpose of public service policies; for this purpose, policymakers do their best to develop innovative programs (Wang and Hu, 2017). Government leaders and experts require a mash-up of strategies for creative and fruitful objectives, and this mash-up may vary according to the circumstances. Therefore detailed research is needed to develop innovative policies. By doing this, government officials' work validity is also improved. By focusing on innovative approaches, governments may encourage more creative, productive, and comfortable communities, enhance security and strengthen the overall economy. This can only be happened by focusing on constructive strategies like solid and competitive business circumstances, an influential organization of creative knowledge, more interest in the digital economy, stable investment in the public, and execution of a stable government. The governance and performance

of innovation policies severely depend on government action, and it is quite critical to learn from experience to develop such strategies (Van Ryzin, 2015). A fully developed institutional structure, experienced capabilities for assessment and observation, the implementation of best practices, and an efficient, capable, and innovative public sector are all prerequisites for policy learning.

With capital investment, human expertise work in sequence with other basics of the innovation process. Entrepreneurship is made possible by skills and is frequently a vehicle for fundamental change and innovation for citizens' relaxation and better development and survival; it has the right skills and expertise. Experienced product and service customers give benefactors valuable suggestions (Peña-López, 2016). Secretarial organizations in modern China are experiencing a substantial alteration, and developments have been started over the past 20 years to boost the government and workers' interactions with residents (Gong, Zhang et al. 2020). The quality and effectiveness of their services regarding government policies' citizen satisfaction are not only associated with their opinions but also an essential suggestion in assessing government employee motivation, performance, and maintenance (Gu, Zhen et al. 2019). The evolutionary trend of government for science and technology policies from the perspective of policy discussion increases the constitutional industry development policies. They were implementing research policies and providing variable policies from the standpoints of demand and supply, formulation investigation, and a combination of qualitative and quantitative approaches used to support various innovative entities (Jia, Liu et al. 2020).

Shandong is a northern coastal and the second most populous province of China, across the Yellow Sea from the Korean peninsula. Shandong has divided into 17 prefecture-level municipalities, and its population is mainly Northern Mandarin of Chinese origin, but there are small populations of Hui (The Chinese Muslims). Shandong has a diversified agricultural and industrial economy. Agricultural goods, as well as salt, coal, iron ore, and bauxite, were consistently exported, despite the province's frequent food shortages. Multiple labor allocation, manufacturing, and marketing have ended with the establishment of family farms as significant production components. Current research on the role of government in citizens' life satisfaction strongly focuses on developed and independent nations. Its objective is to report varied political concerns, such as the democratic states' responsibility for encouraging contentment. In the Chinese state of affairs, this study investigates the government's qualities that increase citizens' satisfaction with innovation and how they use data to improve government services.

## II. LITERATURE REVIEW

The central government's administrative agency and the executive mechanism of people at the local level in China is the local government. It covers provincial, municipal, county, and township administrations and other sub-national executions. China is governed by the Chinese Communist Party (CCP), and its administrative convention is highly condensed. Provinces, municipalities, districts, and communities are the four groups that make up China's organizational units (Zarrow, 2020). China is divided into 23 provinces, five independent regions, four central cities, and two secretarial sections (Hong Kong and Macau), which are directly under the regulation of the primary government (JING, 2007). The role of essential government is different in different countries.

The assistance of China's central organization for secretarial reform has transformed over time, and the lack of administrative capacity has overdue the execution of strategies. Local establishments support divergence because they believe in benefitting from decentralization, but some fundamental bureaucracies have resisted avoiding losing expert witnesses (Walle, Kampen et al. 2005). To study the economic development and policies of administration restructurings in China, scholars highlighted changing financial circumstances, inner policymaking direction, and calamities. Market reform secures national establishments to council on institutional reformation and state structure to meet China's preference for economic transformation (CHI, 2019). Policy Response Model, Multiple Streams Investigation, Advocacy Union Growth Outline, and Descriptive Policy Framework are some philosophies used to scrutinize policy progression. These theories or philosophies mainly concern several features of the policymaking procedure. Multiple Streams Study highlights determining how government style policies in the aspect of uncertainty from a conceptual point of view. Policymaking and its application include many organizations and various stages of government, public societies, social gatherings, and the private sector (Wang and You, 2016). In the mid-1970s and early 1980s, the concept of a policy web was made known to policy development and policy inspection and established on the theoretical basis of study on internal relations of organization, strategy formation, and analysis of sub-systems and strategical societies using the strong triangle archetype (Wu and Zhu, 2016).

Three proposed gaps have been resolved in the literature on the reaction of desire to commercial objectives, which need to be focused on. To begin with, there is insufficient research on how different forms of desire might increase or decrease the probability of gross revenue. Work appointment, for example, has been considered by administrative researchers as a term that looks connected to resentment. Occupational energy and assignation are thought to reverse turnover intentions (Sun and Li, 2019). According to the conceptual model of employee work validity, a contract and involvement should stimulate physical processes and lead to turnover intention.

Moreover, both forms of responsibility do not discriminate between two types of consultations in the dualistic model of work statement. People pursue to make sense of self-identity while meeting

their basic psychological necessities. People attain a passion for pleasant searches that becomes in-built into their characters. Independent incorporation may be described as an encouraging factor that guides an individual to engage in an action. (Gong, Zhang et al. 2020).

Human resources and clean and local government administrative effectiveness are among the employee administration indicators. These standards are essential for assessing the success of management transformation in the municipalities. While many public administration experts have observed the effects of prospects and service products on citizen satisfaction, the quality of people's communications with government interventions has been acknowledged less. The focus of the research is on the possible impact of administrative progressions on citizen satisfaction in terms of the excellence and results of bureaucratic associates, as well as the role that citizens' recital expectations of government activities play in determining citizen satisfaction. To figure out what strategies local governments could use to increase public satisfaction by smearing relevant research and applying it to learning about citizen happiness in the framework of the Chinese government.

#### ***Citizen satisfaction with government personnel***

Satisfaction is an excellent general evaluative attitude toward services rather than just a sentence on a product or service. Satisfaction with the management is thus a good attitude toward the government and its services, whereas discontent is a negative attitude toward the government and its services. This attitude is influenced by citizens' potential as well as government presentation. Citizen satisfaction is significant attention in government presentations, especially since advocates of new public administration have tried hard to execute computable consequences (Overman, 2017). Citizen satisfaction studies are now used in China to control public service concerts. The theory behind this policy is citizen preference and how public service performances are highly connected. Despite the circumstance, this viewpoint has been discussed for thirty years, and no meaningful indication supports it in any demonstrative literature. It area to investigate and determine the worth of citizen pleasure as a measurable bar (Xiao-zhuang, 2012). A few studies about expenditure and employment about government size in China came up with contradictory outcomes. By taking a subjective method to assess the impact of government size with increased government expenditure but fewer government personnel, the chance of Chinese residents being happy with openly supplied services growth. The size of government has a variable shape of autonomous spending and employment dials, and there is a link between public happiness and government presentation overall. The impact of government on individual well-being, perceptions of the welfare state, and public choice are indispensable (Chen and Yang, 2021). The subjective evaluation of residents' happiness and the construction of the vital and typical models use a structural equation model as the primary consideration. The economical building assists as an agreement and foundation for social growth through government policies. Second, essential

government employees should consider colonial buildings to enhance people's livelihoods as a starting point and prioritize them (Xiao-zhuang, 2012).

Recent research has looked at the interaction between public happiness and government expenditure from the standpoint of citizens' prospects, the perceived service outcome, and the invalidation of potentials, implying that people's subjective perceptions are incorrect. Citizen's expectations and perceived service outcomes with both influenced assessments. The research on legal studies and psychology shows that citizen satisfaction with the administration is obstructed by more than just apparent service outcomes but also by how inhabitants are provided with facilities, courts, police agencies, and legal services (Van de Walle, 2018). According to research, the quality of care that residents get during the administrative process is essential, with procedural fairness, responsiveness, and efficiency significantly impacting the personal insights of government administrations. According to social exchange theory, equality within a profession generate a sense of preference and dedication in its personnel. In other words, members of an organization are more persuaded to offer themselves to it; when employees believe that they are being treated appropriately by the business, they are more motivated to involve in extra-role schedules (Donglong, Taejun et al. 2020). For various reasons, exploring public contentment concerning organizational alteration is crucial. Gratification is linked to the legitimacy of political consultants in good governance objectives with higher satisfaction that leads to democratic participation. In the long term, it may result in political trust and government operative satisfaction (Rivenbark and Ballard, 2012).

### ***Qualities of government administration***

In the study of many aspects of satisfaction about government agencies in handling certain situations in part of bureaucratic interactions, treatment by the federal agency and therapy by people inside the agency is focused on. Citizens' views about federal government agency's management are positively connected to satisfaction with agencies' actions regarding their concerns. First, the administrative process that a citizen comes across when interacting with a government agency can influence citizen satisfaction and in-charge of establishment provision (Ho and Cho, 2017). Citizens may have a better experience dealing with government objects directly and with public frontline employees who are friendly, polite, helpful, efficient, and accessible. As a result of this interaction, there is a higher level of satisfaction among residents (Lin, 2013). The impact of various magnitudes of service distribution quality on different process features has critical executive implications because it is clear that bureaucrats on the ground may have the most significant impact and make concrete improvements to improve citizen-bureaucratic interactions (Chen, Pan et al. 2016). In this study, people's performance potentials practically affect public satisfaction with the government. Still moreover, it also acts as a diplomat in the interaction between administrative processes and citizen

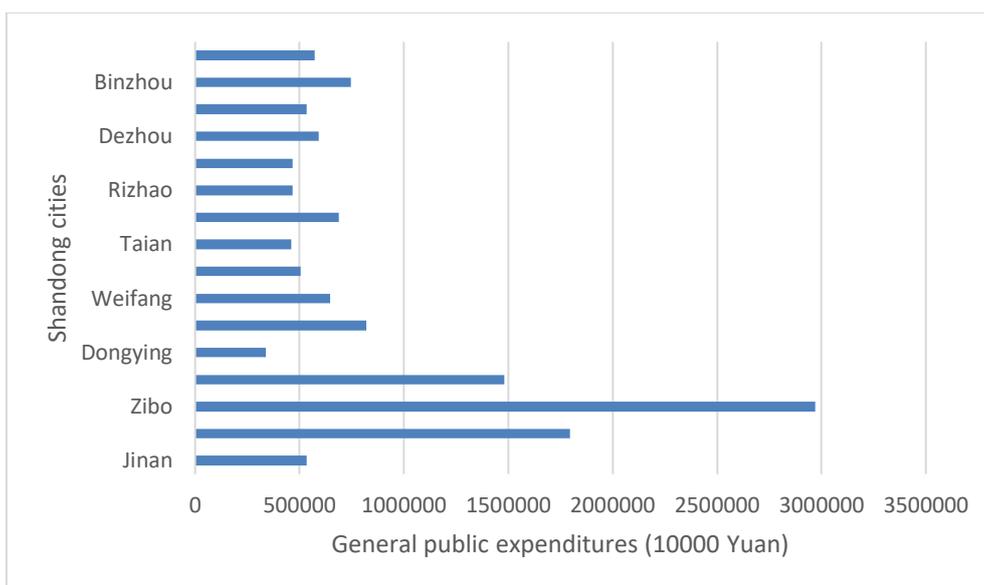
contentment. Citizens' performance expectations may have an undesirable restraining impact on the associates between the quality and fallouts of governmental encounters (Wang, Jun et al. 2021). Low expectations, rather than well-performing public services, might be a part of high satisfaction and low satisfaction due to more than just bad service. It could also be due to idealistic expectations (James, 2009). Suppose residents have uncertain expectations at first, from the administrator. In that case, public establishments may protect against surprising letdowns and make the most of incredible achievements, and this interprets to a greater degree of citizen satisfaction. Although reliable public services and positive outcomes in bureaucratic interactions may improve citizen lives, the connection among administrative procedures would fade if government agencies had high-performance expectations (Andrews and Van de Walle 2013).

### **III. METHODOLOGY**

The data for this study was obtained using a random sample approach from 16 different municipalities in Shandong Province, China. For this purpose, 2900 people were randomly selected, and 50 residents from each of the 58 districts were considered under this survey. After communicating with them, 2300 individuals agreed to participate in the study, and 2000 residents were chosen for final analysis after missing values were excluded to avoid an error. To collect data for this survey, a follow-up interview was conducted. The study used a 5-point Likert scale, and the responses ranged from 0 (strongly dissatisfied) to 5 (strongly satisfied). The response rate was 8.2 percent, and we feel that the current method can produce reasonably representative results. Figure 1. Represents the general expenditures for the public of Shandong province. The expenditure budget is pretty distributed in all cities of Shandong province for their welfare and satisfaction by the central and essential government agencies of China after following policies according to the needs of citizens, which shows a high interaction between government and citizens. Figure 2. shows the year-wise release of the budget by the primary government to fulfill the needs of citizens, and the value of this budget is increased every year to satisfy the public of Shandong province.

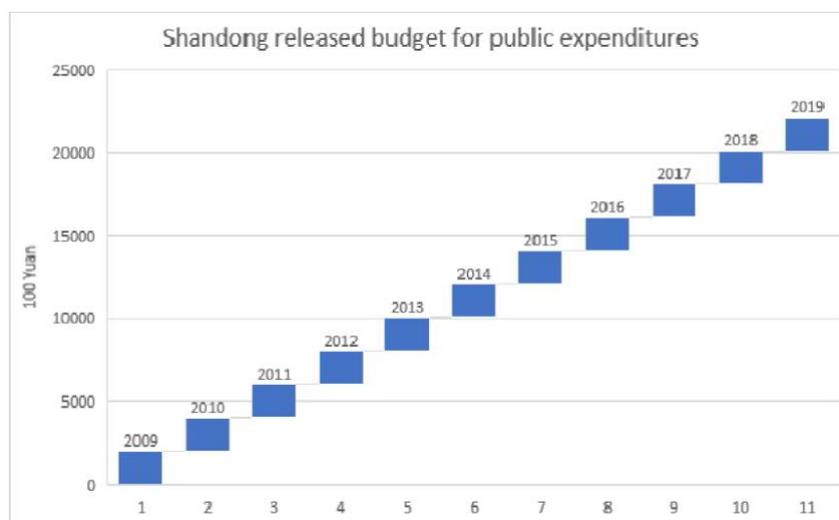
#### ***Dependent variable***

Citizen satisfaction is a multi-scale construct and a dependent variable in this study. Looking at how basic government policies affect performance characteristics is essential. We expect this survey execution to be positively connected to all aspects of government performance, but the magnitudes may differ. As a result, the average values can be utilized to create an overall citizen satisfaction model. Listwise elimination of any statement having at least one missing value while building this model condenses the amount of data. Still, it is a thoughtful method for estimating the model under survey.



(National Bureau of Statistics of China, 2020)

**Figure 1. General public expenditures for Shandong province by the essential government of China.**



(National Bureau of Statistics of China, 2020)

**Figure 2. Year-wise released the budget of general expenditures for Shandong Province, China.**

***Independent variable***

We use a 5-point Likert scale to measure the independent variables, and responses range from 0 (strongly disagree) to 5 (strongly agree). The level to which ordinary individuals are encouraged to contribute to performance evaluation is used to measure citizen participation. The range to which the government suggests new measures to overcome performance gaps is used to evaluate performance feedback. The degree to which responsible establishments are held accountable for performance lacks how we assess performance accountability. Finally, we measure performance information transparency

by the extent to which government performance data is made public. To create the measure of each variable, the respondents' scores in each selected city were averaged and normalized.

Do you believe that government personnel waste a significant amount of tax money? Do you think that a substantial number of government officials are dishonest? What is your point of view about the management workers' business insight? What are the expressions shown by residents and government representatives when addressing problems? Is the basic administration encouraging the public to participate in performance evaluations? What do you think about the comfort with which government interventions conduct business? These are the most commonly asked questions in evaluating the administration's performance. Table 1. Shows the summary of critical variables studied and assessed in this survey.

Using many informers to evaluate citizen satisfaction evaluation practices is one of the study's benefits. Even though the respondent's opinions of public management techniques varied to some level, this methodology helps reduce the single-informant and common-sources predominant in the literature. While averaging across several groups is beneficial, adopting a simple average when respondents are at similar organizational levels is standard practice.

**Table 1. Summary of critical variables studied in this survey.**

<b>Key variables</b>	<b>Narration</b>
Citizen satisfaction	Do you believe that citizens are satisfied with the general degree of comfort in the area and environment in which they reside? (Fil'a, Schwarczová et al. 2015).
Performance accountability	Do public organizations ensure the performance accountability of the central government as a critical concept for achieving their goals? (Han 2020).
Performance information transparency	Do you believe government organizations are transparent to the public and open to decision-making processes and methods that govern government administration? Is it an effective tool to deal with bureaucratic corruption and establish efficient and effective administration for creating a sustainable society? (Ghsemi Esfahlan and Khabbaz Babil 2021).
Public management practices	Do you believe the public-sector organizational structure is based on a bureaucracy model and uses a top-down hierarchy to offer reliable and accountable services to foster citizen confidence? (Ashok, Al et al. 2021).
Basic government efficiency	What do you think about examining the domains of reason, method, program, and the identities of governing regimes? (Wang, Ma et al. 2020).
Citizens and government personnel interaction	Do you believe that people and public officials interact with the government on a voluntary and required basis, and these interactions range from unstructured to highly structured, depending on the different processes used? (Denford, Dawson et al. 2019).

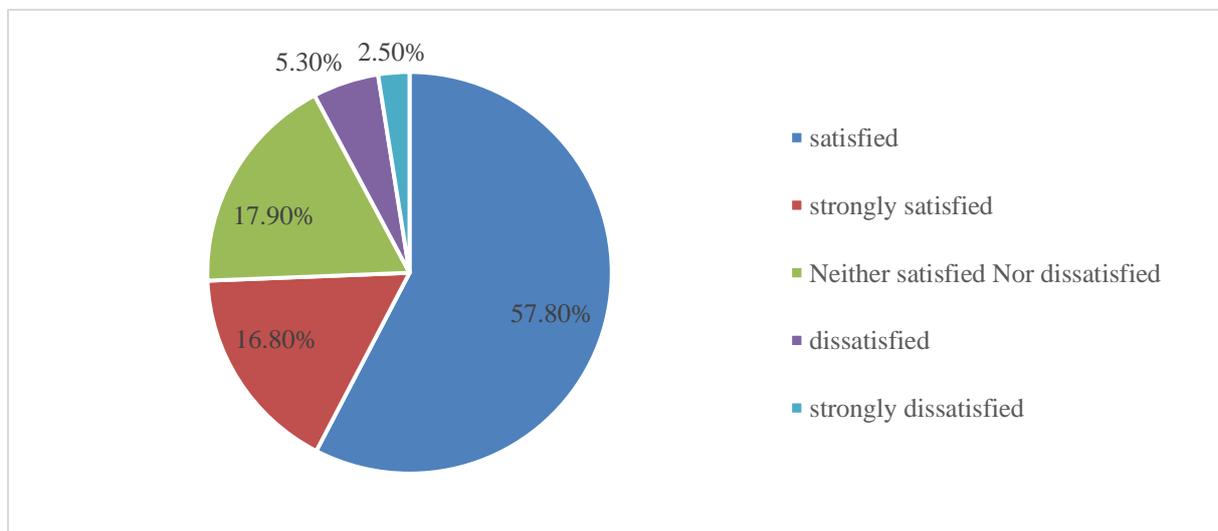
#### **IV. RESEARCH FINDINGS**

##### *Descriptive analysis*

Among 2000 respondents, the majority of the sample consists of the younger to aged group (from 18 to 45 years old), married and unmarried. People from these groups were engaged with this survey by questionnaire respectively. The figure shows the percentage of satisfaction level with work

validity of essential government and policies by following the Likertscale up to 5 units. Almost 60% percent of residents showed a positive attitude towards life under basic government policies. While only 7.8% showed dissatisfaction with their life under government rules. 57.80% of respondents were recognized as satisfied with essential government personnel. 16.80% are delighted with government policies. 17.90% identified and fell in neither the satisfied nor dissatisfied category. 5.30% were in the dissatisfaction group, followed by 2.5% of strongly dissatisfied respondents.

Descriptive statistics of various key variables show remarkable outcomes in the table. The average degree of citizen satisfaction with many different aspects of life was relatively high ( $M=3.875$  with a sample variance of 0.65 value). Government performance accountability showed pride with a 3.68 mean value while 0.629 sample variance. The performance information transparency of essential government led to a mean value of 3.75 with a 0.74 sample variance. The mean for Public management practices was 3.81, and the sample variance was 0.695. essential government efficiency was recognized as satisfactory, with a 3.81 mean value and 0.562 sample variance. Citizens and government personnel interactions were also acceptable; its mean value was 3.437 with a 0.92 sample variance value.



**Figure 3. The pie chart shows various percentages of interested participants in this survey.**

**Table 2. Descriptive statistics of the present study**

Key variable	Participants	Av.	Standard deviation	Sample variance	Min.	Max.	Confidence level
Citizen satisfaction	2000	3.875	0.806	0.65	3	5	95
Performance accountability of government	2000	3.68	0.793	0.629	3	5	95
Performance information transparency	2000	3.75	0.856	0.74	3	5	95
Basic government efficiency	2000	3.81	0.75	0.5625	3	5	95
Public management practices	2000	3.81	0.834	0.695	3	5	95
Citizens and government personnel interaction	2000	3.437	0.963	0.929	2	5	95

### *Correlation statistics*

Table 3. shows that citizen satisfaction is highly correlated with essential government personnel and government policies. Performance accountability of government with 0.85 statistical correlation value, Performance information transparency where  $r = 0.48$ , critical government efficiency,  $r = 0.73$ , and public management practices with 0.54 correlation analysis values all are highly correlated and significant with citizen satisfaction. The results reveal that primary government policies correlate significantly with all citizen satisfaction measures.

**Table 3. Correlation coefficient analysis of the present study.**

	1	2	3	4	5	6
Citizen satisfaction	1					
Performance accountability of government	0.8563	1				
Performance information transparency	0.4879	0.60	1			
Basic government efficiency	0.7302	0.8528	0.3547	1		
Public management practices	0.5449	0.6363	0.2773	0.8528	1	
Citizens and government personnel interaction	0.4216	0.4923	0.7510	0.8660	0.7385	1

## **V. DISCUSSION**

The primary goal line of this study was to establish the grade of life satisfaction among Chinese citizens and to explore how government worth affects their contentment. The data shows that most Chinese citizens are satisfied with their lives under government policies. Government effectiveness, responsiveness, performance, and accountability in public service confinement contribute positively and significantly to their satisfaction (Shih and Liao, 2019). China's population is collectively critical of government performance and shows an active interest in policymaking ideas due to market restructuring. The shift from a dictatorial to a more evaluative mindset leads to the significance of government quality to overall satisfaction. (Radcliff, 2001).Citizens with a believing perspective

towards administration experience a wave of positive sentiments, including a robust sense of being empowered and respected, a stronger belief in government accountability, and a stronger opinion of morality and uprightness of government servants (Salim, Peng et al. 2017). This trust leads to neighbors, friends, and communities, even the entire community; it also creates a sense of belonging and charity, which will help inhabitants' well-being and life satisfaction. (Steele and Lynch, 2013).

Observations show that in nations like China, the government's effectiveness in delivering policies is critical in configuring citizens' satisfaction. Society and the political system transform, and democratic government structures become more essential to citizens' satisfaction. As a result, China government should engage in political changes and democracy to improve people's lives. First and chief principle, these measures should focus on modifying the governance style in public service delivery. (Liu, Gao et al. 2020). According to current political assumptions, reception is an essential quality of public interventions in society. Studies conducted in the Western world also show that government responsiveness is strongly linked to citizen satisfaction (Saad, 2004). Government employees in a demanding nation like China may not be motivated to respond to residents' requests because of the top-down hierarchical management system, which consistently lacks democracy. Citizen expectation controls the impact of results and quality of bureaucratic encounters on citizen satisfaction (Wang, Jun et al. 2021). The conclusions also show that learning, accountability, and reporting performance data are essential for maintaining citizen trust in government. We also discover that access to performance information has a favorable impact on citizens' views of government interaction.

On the other hand, governments determined various presentation aspects (Sujarwoto and Tampubolon, 2015). This research revealed important policy suggestions for designing public management systems and government performance development. Results showed that satisfaction with government performance is influenced by management and governments looking to maintain citizen trust and confidence that improve the management systems to satisfy popular needs (Ma, 2017). Our findings also show that Chinese citizens are starting to react to the government's recent efforts to rebalance economic growth along regional lines and provide a basic social safety net for the country's most vulnerable inhabitants (Turiel, Cunningham et al. 2019). Satisfaction in China has risen across all income and social groups in recent years, indicating a period of modest recovery. According to the estimations of micro-determinants of welfare, individuals who observe their economic situation to be worse than others in the community than it was 10 years ago and also reported being less satisfied with life. Overall, relative withdrawal is the most persistent worry, demonstrating that income is not the primary determinant of satisfaction in China, particularly outside a certain level of income and basic necessities (Asadullah, Xiao et al. 2018).

The Chinese government has lately scrutinized well-being indices to complement more outdated progress metrics. In China's more developed districts, such as Guangdong and Shanghai, there

have been suggestions to replace the gross local product with a happiness index as a degree of progress. This unpredicted focus on individual well-being in policymaking is partly a response to a continued drop in subjective welfare indicators and increasing social dissatisfaction among Chinese residents, despite the country's extraordinary economic progress in recent decades. Our primary conclusion shows that governmental policies and social programs that increase income expectations favor individual well-being development (Liu and Shang, 2012). It is reasonable to conclude from the research that a combination of perceptibility, well-established insights and experience of public services, governmental activity, officials, and a generally trusting mindset, on the other, play a significant role in confirming higher public trust in government (Liu and Raine, 2016).

Contrary to popular belief, economic variables were not the most crucial for determining life satisfaction in China. Personal or family savings are essential to socio-economic permanency in a society where welfare systems are being recognized. Savings, rather than personal income, maybe a better analysis of socio-economic security since it allows us to see if individuals believe they have long-term safety in a strong economy. In previous research, life satisfaction has been linked to social trust and institutional trust as components of social coherence (Abbott, Wallace et al. 2016).

## **CONCLUSION**

China's geography has changed dramatically in the previous three decades, and Chinese citizens have varying levels of faith in the central and local governments. It is well known that Chinese citizens are more satisfied with the central government. Future studies would differentiate between different levels of government, such as the federal and municipal governments (Yu, Bo et al. 2011). Despite the limits, the findings from this survey, which were collected using a random sample method, give helpful information on how people satisfaction with the government is linked to the quality and outcome of bureaucratic encounters and potentials. Future research should express the impact of bureaucratic interactions on satisfaction in other influences in China or other developing countries to see if the conclusions are externally valid.

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## **In the Fire of Local community Conflicts: The Role of Religious Leaders in Conflict Resolution, examples from Pashtun Culture Khyber Pakhtunkhwa, Pakistan**

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**Abstract**— Religious leaders are considered respected members of the community and they could bring an end to fighting because of their honesty and soft power resources. In this context, the present study deals with the role of religious leaders in conflict resolution. A sample size of 361 respondents was selected in district Dir Lower Tahsil Maidan through Random Sampling Technique. Chi-square  $X^2$  statistics were used to determine the association between independent and dependent variables. Most respondents (52.1%) stated that religious leaders in Pashtun cultures are the symbols of peace. Similarly, more than two third of the respondents (70.9%) endorsed that religious leaders do resolve conflict by taking inputs from religious and cultural values. Most of the respondents (58.4%) opined that the participation of religious leaders is considered necessary in jirga/ culture base peacemaking. Moreover, Religious leaders among Pashtuns are considering customary leaders, having a strong influence over Pashtun costumes, and were found significant with conflict resolution respectively. The study concluded that religious leadership among Pashtun had always contributed positively to conflict resolution. The study also recommends that government should give more attention to involve religious leaders in conflict resolution and peacebuilding process. This needs to integrate all sorts of leadership at the community level, which would boost their level of understanding regarding each other.

**Keywords:** Religious leaders, Cultural endorsement, Jirga, Nanwaty.

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## I. INTRODUCTION

Religious harmony through the prevalence of peace among various sects in a community is not a new phenomenon. However, the latest initiatives for acquiring peace on a religious basis under conflict resolution emerged in 1990's. Its major forces revolve around the identification of the source of a conflict and addressing it through religious identities while taking support from religious and linguistic motivations. It is considered essential to crush down to its minimum effects the agonies of crusades and jihads by emphasizing supporting the leadership that advocates for reconciliation through interfaith harmony (Appleby, 1999; Johnston & Sampson, 1995).

In recent years, religious peace initiatives have become more numerous, more important, much clearer, and more recognized. Diplomats, governmental and non-governmental figures, international and global organizations, media, and funding organizations pay increasing attention to the possibilities of religious peacebuilding and cooperating with religious leaders to address specific problems such as war, conflict, and violence. Also, all the religious leaders, including lay people and individual irreligious leaders of denominational structures to interdenominational and multiple religious figures, seem more open and encouraged to take up a role as peacebuilders they are busy in practices of peace. They increasingly develop various approaches for peacebuilding in collaboration with other religious and confessional organizations (Hertog, 2010).

If we observe at the international level, religion has the ability to bring cohesion between and among parties; it can produce trust in certain situations. Like in the case of Mozambique, the religious group community of Sant' Egidio played a key role in resolving an uncompromising conflict between the two feuding parties. The world is full of such examples where religious leaders did show their abilities to build trust between protagonists in the conflict.

Religious leaders can bring cohesion in the aftermath of the conflict. They can play a fundamental role in the provision of spiritual support to people facing pain and suffering by teaching forgiveness to reduce the emotions of revenge in their hearts. It can be concluded that religious actors, communities and their institutions can play a significant role in the resolution of intractable conflicts in the contemporary world. Thus, religious leaders are respected members of the community, and they can bring an end to the fighting. For example, the All Africa Conference of Churches (AACC) brought a temporary end to the Sudanese civil war in 1972, in part through prayer at critical points in the negotiations and by invoking both Christian and Muslim texts. These and other allot of efforts are from religious leaders around the world are often unrecognized that need attention from authorities, academia and other forums (Maregere, 2011).

Religious communities no doubt are the largest and best-organized civil institutions in the world today, claiming the allegiance of billions of believers and bridging the boundaries of race, class and nationality. They are well equipped to meet the present-day challenges of our time like resolving

conflicts, caring for the sick and needy, promoting peaceful co-existence among all peoples”(paix & Karam, 2001). They bring the voice of moral authority to the diplomatic process and can monitor the shaping and implementation of policies. Similarly, this role enables religious leaders to mobilize their follower around the issue to take action. Religious leaders are at the position to teach the forgiveness and understanding necessary for countries and regions to reconcile in peace (African Council of Religious Leaders, n.d).

Thus, we can say that religion can play an important role in reducing tensions, as positive religious and traditional leaders based on theology provide an important alternative narrative to extremism and often have good links with and across communities. They can teach and ensure that religious teachings remain authentic to the true traditions rather than become the motivation for violence, radicalization, and terrorism. Religious and traditional leaders can play versatile roles in promoting peace. Such leaders can help to prevent occurrences or intensification of conflicts and to ease talks between parties to peacefully negotiate their differences without involving in violence. They have an in-depth understanding of local cultural problems and perceptions; religious and traditional leaders can help the mediation efforts of the United Nations and the international community. Recognizing the importance of religious and traditional actors working for peace, the UN Secretary-General in his recent report on mediation (A/66/811), recommended the establishment of a more in-depth partnership “recently, the main aim of the meeting in Helsinki was to connect the efforts of the United Nations with these important peace advocates” (Mediation Support Unit, 2013).

At the regional level, the Pashtun social structure in Pakistan, Afghanistan etc., is predominantly based on clan and genealogical order (Lindholm, 1996). But there is another logical possibility for validating legitimacy is spiritual authority. They possess distinct characteristics and sacred knowledge of the Muslim holy book Quran, following the Prophet’s (PBUH) traditions. Therefore, these religious leaders always have played an important role, especially in times of internal crises and external invasions (Anonymous, n.d).

Religious leaders are always in close contact with their community, and they are receiving more trust from their followers in Pakistan. Recently Community Appraisal and Motivation Program (CAMP) conducted a study in which they found that there are top three institutions (Jirga, the local leaders, and the imam mullah of the area) through which people in tribal areas resolve their local disputes. They studied that most of the respondents were satisfied with informal justice mechanisms like Jirga, the local leaders and the imam/ mullah of the area. In their research finding, they further found that most of the participants in their study are of the opinion that the services of religious leaders are much more affordable and easily accessible. Thus, in the tribal community of FATA Pakistan, Mullah and imam are considered very important figures and an integral part of society. They are well knowledgeable in sharia law therefore, most of the people take their disputes to these mullahs to proceed

under sharia law. So, it can be concluded that religious leaders can play an important role in local dispute resolution in Pakistan and the government should take a such step to mainstream them and involve them in the process of peace-making and conflict resolution(Shinwari, 2011).

Pakistan has been badly affected by religious extremism in the last few decades. The long last war on terror in the area had affected local communities and divided people across religious lines. The divided communities are seen as involved in violence against each other for different reasons related to religion(Ullah et al., 2020). This phenomenon has been recorded by different researchers differently in different regions of Pakistan.

These studies are completely different regarding regions, variable selection and conclusions. Most of the previous studies have ignored the cultural aspects of how culture supports religious leaders to play their role in preventing violence in local communities. This study is the first that covers the cultural aspects of the religious leadership role in conflict resolution. It is quite possible that the Religious leaders can play a positive and dominant role in peacebuilding in the Pashtuns Community because the majority of the people follow them through cultural lines than pure religious lines. Hence, this study contributes to the existing literature by taking into consideration how culture supports local religious leaders to play their role in resolving local community conflicts with an example from Tahsil Maidan, District Dir Lower, Khyber Pakhtunkhwa.

## II. LITERATURE REVIEW

Peter (2008) discovered that in Asian culture, elder clerics usually have great influence over their followers and his order can never be denied by his disciples. Barfield et al. (2006) disclosed that Ulama try to replace customary law practices with standard sharia interpretations that demand their own services in dispute resolution. As compared to pre-war Afghanistan, the influence of Ulema rose sharply, particularly in the time when they came to administer the sharia in the absence of central leadership. Furthermore, Salam Institute for Peace and Justice (2005) in its recent report, highlights that *Sulha* is considered one of the important cultural and traditional conflict resolution tools that can bitterly be used by religious leaders as they are often much familiar with its process and implementation. Moreover, it can be concluded from this report that religious leaders can encourage reconciliation, interfaith dialogue, disarmament, and demilitarization and can also contribute to a change of attitudes. However, Ahmed et al. (2021) findings show that in Swat and Dir valleys, Religious leaders play a role in some way to the peacebuilding of the community in terms of bonding, bridging and linking.

Samim (2011) discovered that Afghani Pashtun has enough love and respect for those religious leaders who love their homeland and have enough religiosity, in one interview with Afghan tribesman, he noted that peace in our country is only gettable if America utilizes our religious leaders because people following their advises and suggestions. People in our country love and respect those leaders

who respect our traditions and dress the way people dress. Pashtun in our community love turban and turban crown, which is a typical symbol of any Pashtun. He further revealed through an interview with the respondents that if someone wants Pashtun to cooperate in the current peace process, they should approach their leaders, such as religious and tribal leaders these are influential people who control people's mentality in our community. Pashtun respect for religion and religious leaders can be analyzed from the fact that they rank religion as first, independence as second and their culture as third.

Nojumi et al. (2004) found that "During the period of Taliban rule in Afghanistan, Jirga and Shura are dominated by mullah authorities. A network of religious leaders was developed by the Taliban for the imposition of a particular interpretation of Sunni Islam in the whole country. Some contradictory customary laws with Islamic jurisprudence, such as Pashtunwali, were also tried to eliminate. Barfield (2003) stated that it can be observed among the Pashtun community in Afghanistan that there is a close relation between sharia and customary laws due to its nature of closeness and the melding of the two are hardly separable. Moreover, Sial (2013) believes that Religious leaders in Pakistan, particularly Muslim scholars, need to counter violent extremism and radicalization to promote peace in society. He further recommended that Religious leaders become familiar and understand the state institutions and society. However, the lack of trust and cooperation are the most significant challenges faced by Religious leaders from the state-apparatus (Ahmed et al., 2021).

Under the given circumstances in Khyber Pakhtunkhwa, Pakistan., according to Taieb (2008), Religious leaders perform as arbitrators or mediators. He presents the reason for this is that a religious leader mediates consensus between the conflicting parties. Moreover, he also arbitrates those disputes when the parties to a dispute submit their case to be decided under Islamic law. Because disputing parties are part and parcel of the mediation process, which also asserts the autonomy and equality of disputing members, and mediation is favored over arbitration. Assefa and as a Paradigm (1993), Curle (1990), and (Hanh, 1987) exploring the role of religion in peacebuilding is a crucial initiative in the study of culture and peacebuilding.

The cultural identities of many people involved in conflict dynamics mainly depend on religious norms and values. Scholars and practitioners believe that escalation and de-escalation of conflicts can be influenced by non-religious cultural attributes. Similarly, cultural-religious attributes play a critical role in conflict resolution. Religious values have the same power as cultural values; it can push people to conflict or to reconcile. The same is true of religious rituals, like other cultural rituals, that can bring animosity to cooperation. Religion can be a powerful tool in bringing spiritual, social and moral resources to the process of peacebuilding. The spiritual dimension in religious peacebuilding can create a sense of engagement and a commitment both to peace and to transforming a relationship of a missing dimension from the mechanical and instrumental conflict resolution models (for the role of spirituality in conflict transformation).

### III. MATERIAL AND METHOD

The present study is an attempt to explore the role of religious leaders in conflict resolution. Tehsil Maidan constitutes the universe for this study. It consists of five union councils, out of which two union councils, namely Zaimdara and Beshgram were purposively selected to collect the data. The main reason for selecting these union councils is the availability of a big chunk of religious leaders who has a strong hold over many dynamics of social conflict. Also, this region has recently seen a high wave of religious extremism and conflict due to the war on terror. The population is composed of those household heads who have frequent interaction with religious leaders in different occasions such as in mosques, jirga, and funeral death ceremonies and who are also the main stakeholder of social conflict at the community level.

According to Population Census Organization Statistic Division Government of Pakistan Islamabad (1998) total population of the union council Zaimdara is 23774 where is average household is 9.8, while the total population of union council Beshgram is 26204 and its average household size is 8.4. After calculation, a sample size of 361 respondents out of total 5544 household heads with the above-mentioned characteristics was randomly taken for data collection through the criteria set out by Sekaran and Bougie (2003) from a table population of 6000.

The sample size is distributed through a proportional allocation basis under the formula.

$$n_i = \frac{n}{N} \times N_i$$

Where,

$n$  =Required Sample Size

$N$  =Population Size

$N_i$  =Size of  $i^{th}$  Strata

$n_i$  =Sample Size to be Taken from  $i^{th}$  Strata

**Table 1. Showing Population and Sample Size Distribution for Each Stratum**

Union Council	Average Household Size	Formula	Sample for Strata
Zaimdara	$2425 = N_1$	$\frac{n}{N} * N_1$	158
Beshgram	$3119 = N_2$	$\frac{n}{N} * N_2$	203
Total	5544		361

Table 1 indicates that to select a sample size of 361 households from the total population, 158 households have been taken from Zaimdara union council and 203 households have been taken from

Beshgram union council, respectively. This proportional allocation procedure has been adopted from Chaudhry (1996).

A comprehensive interview schedule while considering the objectives and conceptual framework is designed (see figure 1). Furthermore, to obtain information in an orderly manner, the Likert scale was applied instead of going for another form of the questionnaire. Anonymous policy regarding the questionnaire was considered to ensure the confidentiality of the participants included as respondents in the study.

Data entry and validation have been done through the statistical package for social science (SPSS) 20<sup>th</sup> version. The data has been operationalized through Chi-Square statistical procedure i.e., to determine the association between independent and dependent variables individually. The formula for this application is as below.

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^c \frac{(o_{ij} - e_{ij})^2}{e_{ij}}$$

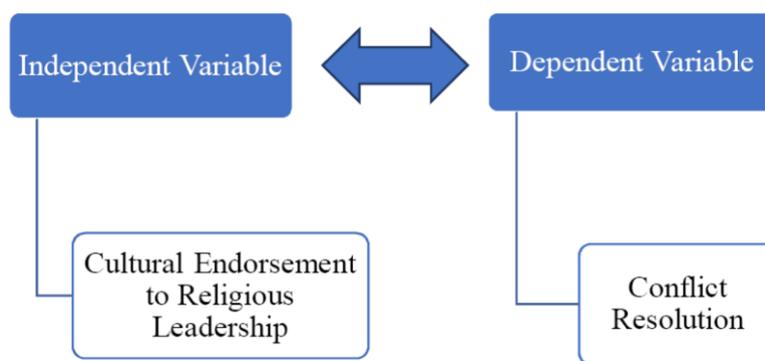
Where

$\chi^2$  = Chi-Square for two categorical variables

$\sum_{i=1}^r$  = Total of  $i^{th}$  row

$\sum_{j=1}^c$  = Total of  $i^{th}$  column

$O_{ij}$  and  $e_{ij}$  = Represent the observation and expected value shown by Chaudhry (1996).



Source: Researcher's work

Figure 1: Conceptual Framework

#### **IV. RESULTS AND DISCUSSIONS**

##### ***Univariate analysis***

This portion is composed of an independent variable, namely cultural endorsement of religious leaders and a dependent variable, namely conflict resolution. The variables are narrated as below.

##### ***Cultural Endorsement to Religious Leadership***

Culture is considered an important aspect of human life that influence every aspect of life. Leadership practices are influenced by culture in one way or another. Cultural support to religious leaders is much more important than any other in conflict resolution. The data presented in Table 2 disclosed cultural endorsement of religious leadership in conflict resolution. More than two thirds 244 (67.6%) of the respondents revealed that Pashtun and Islamic norms and values were similar up to some extent that, 's why it gave credibility to religious leaders, while on the other hand, only 83 (23.0%) of the respondents negated this statement. Barfield (2003) found that it can be observed among the Pashtun community in Afghanistan that there is a close relationship between sharia and customary laws due to its nature of closeness and melding, and both are hardly separable.

A sizable proportion of the respondents i.e., 188 (52.1%) said that religious leaders in Pashtun culture are the symbols of peace, while 109 (30.2%) didn't agree to this statement. More than half 196 (54.3%) of the respondents endorsed the statement that Pashtun culture gives more respect and honor to religious leaders as compared to other leaders; contrary, 125 (34.6%) on the other hand denied the statement. The finding of Rahmani (2006) was in close matching with these findings, she found that Mullah is laid on the power ladder due to the judiciary and religious role that he plays on a daily basis. It is often impossible for anyone, including powerful local elites such as landlords or executives, to face the mullah in public places. Any conflict resolution strategy depends upon the matter of how much it is integrated into the existing cultural norms and values as 216 (59.8%) of respondents endorsed that people mostly follow and accept those religious leaders who follow cultural as well as religious values but on other hands, 96 (26.6%) of the respondents were found disagree to it. Samim (2011) discovered the alike findings in his interviews with the respondents, which revealed that Pashtun people love and respect those leaders who respect our traditions and dresses. Pashtun in our community love turbans being a symbol of cultural norms. He found that if someone wants Pashtun to cooperate in the current peace process, they should approach their leaders, such as religious and tribal leaders. These are influential people which control people's mentality in the Pashtun community. Religion is found very powerful in every era, and it has tremendous influence over individual mentality. More than two-thirds 244 (67.6%) of the respondents stated that religious identity is more central (meaningful) than cultural identity, while 79 (21.9%) of respondents negated this statement. Assefa and as a Paradigm

(1993), Curle (1990), and Hanh (1987) explored the same result in their findings that the role of religion in peacebuilding is a crucial initiative in the study of culture and peacebuilding.

The cultural identities of many people involved in conflict dynamics mainly depend on religious norms and values. The majority of 201 (55.7%) of the respondents stated that religious leaders among Pashtun are considered customary leaders, too, while 113 (31.3%) of the respondents negated this statement. Religio-cultural approaches in conflict resolution are always fruitful, as the majority 256 (70.9%) of the respondents, stated that religious leaders do resolve conflict by taking inputs from religious and cultural values as well. In comparison, 60 (16.6%) of the respondents opposed it. As Pashtun people have more respect for religious leaders, the majority 229 (63.4%) of the respondents, disclosed that Pashtun culture supports the role and efforts of religious leaders in peacebuilding.

On the other hand, 100 (27.7%) of the respondents didn't support this statement. Jirga is an important historical way of conflict resolution among Pashtun, as a majority 211 (58.4%) of the respondents endorsed that participation of religious leaders are considered necessary in jirga/ a culture base of peacemaking. In comparison, only 114 (31.6%) of the respondents negated this statement. Nojumi et al. (2004) found the same results in their study that during the period of Taliban rule in Afghanistan, Jirga and shura were dominated by mullah authorities. Harmful traditions have a historical root in Pashtun culture as a majority 244 (67.6%) of the respondents, stated that religious leaders cannot challenge the harmful traditions of Pashtun culture, while some 73 (20.2%) respondents stated that religious leaders still have the capabilities that can challenge Pashtun culture harmful traditions. Brick (2008) in his study of Afghani society, probed that religious leaders in the community have the power to control over unislamic practices such as movies and music. Almost two-thirds 241 (66.8%) of the respondents stated that religious leaders have strong influence on Pashtun traditions such as marriage and death ceremonies, while only 94 (26.0%) of the respondent were found to disagree with this statement. The majority 208 (57.6%) of the respondents, stated that religious leaders are also supported by traditional leaders, while a sizable proportion 111 (30.7%) of the respondents, negated this statement. Nanawaty is a Pashtun way of reconciliation by going to the victim home with a team of elders and women to forgive the accused. Almost two thirds 258 (71.5%) of the respondent stated that no one rejects a Nanawaty in a normal case when a religious leader is also a member of Nanawaty team. In contrast, some 73 (20.2%) respondents negated this statement.

**Table 2. Cultural Endorsement to Religious Leadership**

S.No	Attribute	YES	NO	Don't know	Total
1	Similarity between Islamic and Pashtun cultural norms and values give credibility to religious leaders	244 (67.6%)	83 (23.0%)	34 (9.4%)	361 (100%)
2	Religious leaders in Pashtun cultures are the symbols of peace.	188 (52.1%)	109 (30.2%)	64 (17.7%)	361 (100%)
3	Pashtun culture gives more respect and honor to religious leaders as compared to other leaders.	196 (54.3%)	125 (34.6%)	40 (11.1%)	361 (100%)
4	People mostly follow and accept those religious leaders who follow cultural as well as religious values.	216 (59.8%)	96 (26.6%)	49 (13.6%)	361 (100%)
5	Religious identity is more central (meaningful) than cultural identity.	244 (67.6%)	79 (21.9%)	38 (10.5%)	361 (100%)
6	Religious leaders among Pashtun are considering customary leaders too.	201 (55.7%)	113 (31.3%)	47 (13.0%)	361 (100%)
7	Religious leaders do resolve conflict by taking inputs from religious and cultural values as well	256 (70.9%)	60 (16.6%)	45 (12.5%)	361 (100%)
8	Pashtun culture supports the role and efforts of religious leaders in peace building.	229 (63.4%)	100 (27.7%)	32 (8.9%)	361 (100%)
9	The participation of religious leaders are consider necessary in jirga/ culture base peacemaking	211 (58.4%)	114 (31.6%)	36 (10.0%)	361 (100%)
10	Religious leaders cannot challenge the harmful tradition of Pashtun culture	244 (67.6%)	73 (20.2%)	44 (12.2%)	361 (100%)
11	Religious leaders have a strong influence over Pashtun costumes such as marriage and death ceremonies.	241 (66.8%)	94 (26.0%)	26 (7.2%)	361 (100%)
12	Religious leaders are supported by traditional leaders too	208 (57.6%)	111 (30.7%)	42 (11.6%)	361 (100%)
13	No one reject a Nanawaty in a normal case when a religious leader is also a member of Nanawaty team	258 (71.5%)	73 (20.2%)	30 (8.3%)	361 (100%)

**Source:** Field Survey-2021

### ***Bivariate Analysis***

Chi-square test was applied to measure the association between the dependent 'conflict resolution' and independent variable 'cultural endorsement to religious leadership' in Pashtun Community.

#### ***Cultural Endorsement to Religious Leadership***

Table 3 depicts the association between conflict resolution as the dependent variable and cultural endorsement of religious leadership as an independent variable. The results found a significant association of conflict resolution with the statements that most Pashtun cultural norms and values are similar to Islamic norms and values, which intern give credibility to religious leaders ( $P=.019$ ). These were in consonant to Barfield (2003) that it can be observed among the Pashtun community in Afghanistan that there is a close relation between sharia and customary laws due to its nature of closeness and melding the two are hardly separable. Religious leaders in Pashtun cultures are the symbols of peace ( $P=.014$ ), as disclosed as a significant association with conflict resolution. Religious identity is more central (meaningful) than cultural identity ( $P=.035$ ) as indicated a significant association similarly. Religious leaders among Pashtun are considering customary leaders too ( $P=.004$ ) had a significant association with conflict resolution. The participation of religious leaders is considered necessary in jirga/ culture base peacemaking ( $P=.013$ ) had also a significant association with conflict resolution. Whereas Nojumi et al. (2004) reported that "During the period of Taliban rule in Afghanistan, Jirga and shura were dominated by mullah authorities. A network of religious leaders was developed by Taliban for the imposition of a particular interpretation of Sunni Islam in the whole country. Religious leaders cannot challenge the harmful tradition of Pashtun culture ( $P=.015$ ) had a significant association with conflict resolution. On the other hand, Brick (2008), in his study of Afghani society, pointed out that Religious leaders in the community had the power to control un-Islamic practices such as movies and music. Moreover, religious leaders have a strong influence over Pashtun costumes, such as marriage and death ceremonies ( $P=.001$ ) as a significant association was discovered with conflict resolution.

While in contrast, conflict resolution had a non-significant association with Pashtun culture gives more respect and honor to religious leaders as compared to other leaders ( $P=.821$ ). People mostly follow and accept those religious leaders who follow cultural as well as religious values ( $P=.256$ ), which had a non-significant association with conflict resolution. Religious leaders do resolve conflict by taking inputs from religious and cultural values as well ( $P=.760$ ) was also disclosed with non-significant association with conflict resolution. Pashtun culture supports the role and efforts of religious leaders in peacebuilding ( $P=.134$ ) had also a non-significant association with conflict resolution. While contrary to these results, Dorransoro (2005) found in Afghani society that religious clerics and leaders who are called mullah perform not only religious services but they are also involved in resolving disputes

particularly related to family or other important personal issues. Religious leaders are supported by traditional leaders (P=.263) had a non-significant association with conflict resolution. No one reject a Nanawaty in a normal case when a religious leader is also a member of Nanawaty team (P=.276) was also found non-significant with conflict resolution.

**Table 3 Cultural Endorsement to Religious Leadership**

S. No	Statement		Conflict Resolution			Chi Square P Value
			Yes	No	Don't Know	
1	Most of the Pashtun cultural norms and values are similar to Islamic norms and values which intern give credibility to religious leaders	Yes	172(47.6%)	57(15.8%)	15(4.2%)	X <sup>2</sup> =11.773 P=.019
		No	70(19.4%)	12(3.3%)	1(0.3%)	
		Don't Know	19(5.3%)	12(3.3%)	3(0.8%)	
2	Religious leaders in Pashtun cultures are the symbols of peace.	Yes	148 (41.0%)	34(9.4%)	6(1.7%)	X <sup>2</sup> =12.487 P=.014
		No	66 (18.3%)	33(9.1%)	10(2.8%)	
		Don't Know	47(13.0%)	14(3.9%)	3(0.8%)	
3	Pashtun culture gives more respect and honor to religious leaders as compared to other leaders.	Yes	144(39.9%)	40(11.1%)	12(3.3%)	X <sup>2</sup> =1.53 P=.821
		No	89(24.7%)	31(8.6%)	5(1.4%)	
		Don't Know	28(7.8%)	10(2.8%)	2(0.5%)	
4	People mostly follow and accept those religious leaders who follow cultural as well as religious values.	Yes	156(43.2%)	47(13.0%)	13(3.6%)	X <sup>2</sup> =5.324 P=.256
		No	75(20.8%)	18(5.00%)	3(0.8%)	
		Don't Know	30(8.3%)	16(4.4%)	3(0.8%)	
5	Religious identity is more central (meaningful) than cultural identity.	Yes	166(46.0%)	64(17.7%)	14(3.9%)	X <sup>2</sup> =10.312 P=.035
		No	68(18.8%)	9(2.5%)	2(0.6%)	
		Don't Know	27(7.5%)	8(2.2%)	3(0.8%)	
6	Religious leaders among Pashtun are considering customary leaders too.	Yes	140(38.8%)	46(12.7%)	15(4.2%)	X <sup>2</sup> =15.658 P=.004
		No	94(26.0%)	18(5.0%)	1(0.3%)	
		Don't Know	27(7.5%)	17(4.7%)	3(0.8%)	
7	Religious leaders do resolve conflict by taking inputs from religious and cultural values as well	Yes	183(50.7%)	58(16.1%)	15(4.2%)	X <sup>2</sup> =1.867 P=.760
		No	47(13.0%)	11(3.0%)	2(0.6%)	
		Don't Know	31(8.6%)	12(3.3%)	2(0.6%)	
8	Pashtun culture supports the role and efforts of religious leaders in peace building.	Yes	170(47.1%)	58(14.1%)	8(2.2%)	X <sup>2</sup> =7.027 P=.134
		No	66(18.3%)	24(6.6%)	10(2.8%)	
		Don't Know	25(6.9%)	6(1.7%)	1(0.3%)	
9	The participation of religious leaders are consider necessary in Jirga/ culture base peacemaking	Yes	149(41.3%)	47(13.0%)	15(4.2%)	X <sup>2</sup> =12.591P=.013
		No	92(25.5%)	21(5.8%)	1(0.3%)	
		Don't Know	20(5.5%)	13(3.6%)	3(0.8%)	
10	Religious leaders cannot challenge the harmful tradition of Pashtun culture	Yes	166(46.0%)	64(17.7%)	14(3.9%)	X <sup>2</sup> =12.380 P=.015
		No	64(17.7%)	8(2.2%)	1(0.3%)	
		Don't Know	31(8.6%)	9(2.5%)	4(1.1%)	
11	Religious leaders have a strong influence over Pashtun costumes such as marriage and death ceremonies.	Yes	185(51.2%)	44(12.2%)	12(3.3%)	X <sup>2</sup> =18.083 P=.001
		No	66(18.3%)	24(6.6%)	4(1.1%)	
		Don't Know	10(2.8%)	13(3.6%)	3(0.8%)	
12	Religious leaders are supported by traditional leaders too	Yes	147(40.7%)	47(13.0%)	14(3.9%)	X <sup>2</sup> =5.242 P=.263
		No	87(24.1%)	21(5.8%)	3(0.8%)	
		Don't Know	27(7.5%)	13(3.6%)	2(0.6%)	
13	No one reject a Nanawaty in a normal case when a religious leader is also a member of Nanawaty team	Yes	183(50.7%)	60(16.6%)	15(0.8%)	X <sup>2</sup> =5.110 P=.276
		No	59(16.3%)	11(3.0%)	3(15.8%)	
		Don't Know	19(5.3%)	10(2.8%)	1(0.3%)	

Source: Field Survey-2021

## CONCLUSION

The study concluded that the conflict resolution mechanism was a big issue that deteriorated the prevalent social process. Religious leaders were found to have a positive role in addressing the issue. It was further explored that religious leaders in Pashtun cultures symbolize peace. Moreover, religious leaders have a strong influence over Pashtun costumes, such as marriage and death ceremonies. This credibility had a strong association with explaining the prevalent cultural values as in accordance with the religious values as religious values were deemed with meaningful manifestation as per customary traditions. Religious leadership can be used as real mediators through Jirga, Nanawaty and other Pashtun customary platforms to reconcile among the agonistic parties. This is because religious leaders' participation is deemed necessary by locals in such reconciliation platforms. The study also highlight that religious leaders do resolve conflict by taking inputs from religious and cultural values as well. Hence, keeping in view the findings, the study recommended that first, the government needs to give proper recognition to religious leaders while including them in reconciliation for dispute settlement on a local level. Second, the government needs to properly educate religious leaders as per Pashtuns' prevalent legislative, administrative, and constitutional norms. It would enable them to reach any conclusive stage with no contradiction to the religious injunctions. Third, religious leaders play a bridge role between the masses and the state. The government, therefore, needs to facilitate and honor the decisions of these leaders over an issue as per consensus to state machinery, and fourth, social cohesion and integration are essential for the maintainability of the social process. To ensure its accomplishment, all leadership strata, i.e., political, social, customary, and religious leaders, need to be organized through a common platform for understanding each other characteristics within the preview of socio-cultural and religious milieu.

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## Analyzing the Role of Media Causing Conflict in the Conflict-affected Areas, A Case Study of the Northwest Province of Pakistan

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**Abstract**— This research study deals with the role of media in provoking sectarian violence. Using Random sampling techniques, a sample size of 279 respondents was selected in the district of Hangu Khyber Pakhtunkhwa, Pakistan. Besides sample frequency distribution, chi-square statistics were used to determine the association between independent and dependent variables. The majority of respondents, 262(93.9%), stated that peace is in high demand for people in the area. Similarly, 240 (86.0%) of the respondents argued that without peace, cooperation, and coordination among people is difficult to prevail. Likewise, most respondents, 182 (65.2%), believed that people start fighting over minor issues. Furthermore, at the bivariate level, media can destroy peace at any time ( $p = .031$ ) was found to be significant with peace in the area. The media has changed the individual mind, and its thoughts ( $p = .003$ ) were highly substantial with peace in the region. Social Media plays an essential role in peacemaking ( $p = .000$ ) had a highly significant association with peace in the area. The study concluded that media have a tremendous influence on the stability in the region. It can cultivate hatred between Shia and Sunni on either side, which generates endless conflict between the two sects. The study recommends that the government and concerned authorities confine the broadcasting of media channels and print media activities on factless and sensitive issues which cause the escalation of sectarian conflict between Shia and Sunni in Pakistan. Coordination and cooperation among rival groups can further strengthen the peace process in the area.

**Keywords:** Media, Peace, Pakistan, Khyber Pakhtunkhwa, Conflict, Sectarian Violence.

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## I. INTRODUCTION

Sectarianism has roots in history as human history itself. It exists in every society but in different shapes. Sectarianism is a complicated and unsolvable issue in every nation because it is different in nature and intensity. Pakistan is the worst victim of sectarianism, considered the main barrier to development and national integration. Before going into detail, it is essential to know what sectarianism is and what sect is. Sectarianism is the extremist behavior, narrow-minded manner, and bloody violence that sectarian groups generally do toward one another. In the sociological aspect, the sect is the religious group that segregates from religion based on doctrine. (Wilson, 1982).

In Islam, there are seventy-two different sects, whereas the two significant sects are Shia and Sunni. However, the Shia were a follower of Hazrat Ali, the prophet's son-in-law and the fourth caliph of Islam. Sectarianism produces bloody violence in multiple societies like Pakistan. The leading causes of sectarianism are the people's rigid beliefs on which they never compromise with others. In sectarianism, an individual or group that follows a particular sect or religion develops a feeling of complacency and adopts intolerance towards other sects of the same faith (Feenberg, 1986). Sectarianism in Pakistan is a complex phenomenon, and it is not easy to analyze the basic factors of the conflict among sects that resist peace settlement in the state. Before 1980 there was no such conflict among sects. Everything was usually functioning. The condition generally had strong cooperation, coordination, integration, and harmony. But the situation changed after 1980, full of violence, no such association, and no peace in society (Ali et al., 2015). The shadow of dangerous rumors took place in the community; people were only conscious of the security of their lives and assets, and nothing was safe then. Some people blamed Jhang's emergence of sectarianism as the product of the migrated Sunni group who preached their specific ideology, which further sparked the heinous evil of sectarian violence in Pakistan. In 1980 the first sectarian conflict arose in Jhang city, which started with the killing of one religious leader. In fact, the Jhang has divided into two communities Shia, and Sunni reformers were landlords, and the latter were landless (Tribune, 2011).

The lower group feels deprived of their rights and becomes conscious of their rights. They struggled to capture power and authority but continuously failed because of a lack of resources. They did not find any way to achieve their goals. The continuous failures showed the fast track to use religion as a tool for gaining the support of their particular sect and creating strong strength and cohesion among sect members. They tried to achieve their economic goals while using religion as a tool. Start using the masses for their interest and sacrificing their members to gain and capture the opposite groups' economic and political power. But they did not find any specific platform on the base on which they could conduct their activities and bring the masses under one ideology (Megrick, 2003).

After a long struggle, the first insurgent group emerged with the name of *Sipah-e-Sahaba Pakistan* (SSP), led by religious clerics and funded by local businessmen and drug smugglers. After a long meeting in Jang city, both groups prepared a plan through which they sent their members to the countries for armed training; when they returned to get started killing professionals, business people, politicians, clerics, and doctors belonging to the opposite group. After two years, in 1982, another insurgent group (*Lashkar-e-Jhangvi* (LUJ)). They emerged with the same agenda as SSP, which created a more tense situation in Jung city (Ali, 2000). From 1982 to 1990, due to the emergence of dictatorship, significant changes occurred in the machinery of the state that tried to get the masses' political support by supporting these insurgents' groups that entered politics and gained power and authority. From that time till today, the state is still in the clutches of sectarianism. Every sect has established its own religious or political party like JUI (F), SUC, JUI,STP, MWM, etc. Which represent their sect by the support of their sect; they try to capture economic and political power (Saeed, 2012; Weiss, 1986).

The masses lead by their mind, and their minds are cultivated by the media, which is the formal agent of socialization. The media have a massive importance in society because it is deeply rooted in the behavior of the masses, primarily their actions and reactions. Due to the significance of media, the entire world is motivated to control the media. Because the media can spread fake rumors and generalize personal state issues, which negatively affect the status of the state in the international community, further, whenever the state has no control over its media, it can easily create conflict by boosting any issues like sectarian, political, or racial (Alexis, 2003). This study explores basic questions as; how is media influencing the peace settlement process in the study area and how media influences public opinion regarding the sectarian conflict in the study area.

## II. LITERATURE REVIEW

Knowledge is power, and wisdom influences public dialogue. In this sense, access to media can alter perceptions. Around the world, many media platforms are used to disseminate information, and in theory, free mass media serves as both a tool and a marker for democracy. Freedom of expression is essential for a democratic system and the foundation of a strong media industry. It is also a fundamental human right. It stands for the rights to information, free speech, and the representation of various viewpoints in a diverse society. Effective and democratic media play a crucial role in any culture of prevention and are crucial for societies striving to move toward peace and democracy. You can never have all the facts, as Harry S. Truman once stated. This claim underscores the requirement for unrestricted access to accurate information, according to (Truman, 2021). Conflict is greatly exacerbated when people are denied the opportunity to openly express themselves and participate in politics.

On the one hand, open, independent, and pluralistic media offer a stage for discussion and a range of viewpoints. On the other side, media can be abused for propaganda, to stir up animosity and disseminate rumors, leading to the creation of unnatural tensions (Wolfsfeld, 2004). Ideas are not only spread through traditional media like newspapers, TV, or radio. Although it may be argued that conventional media takes precedence in this, new technologies, the internet, and digital content should also be taken into account explained by (Pankowski, 2007). At any stage of a conflict, a lack of awareness can make people desperate, restless, and vulnerable to manipulation. Making wise decisions promotes democracy, economic prosperity, and a hopeful outlook on the future. It also builds societies. The UN Millennium Declaration emphasized the necessity "to ensure the freedom of the media to perform their crucial role and the right of the people to have access to information" for precisely this reason (Declaration, 2000).

The policy research project (2013) discussed that private media development was positive progress in Iraq's post-war transition. Still, on the other hand, it also gives birth to the intensification of sectarianism in the country. It can be observed that Iraq's media is in such stages that it can reinstate the country's ethno-sectarian divisions. Mohammed (2009) reported that the watchdog said in many situations, the sectarian language used in their reports encouraged "criminal acts of revenge by attacking the security forces." Most channels, such as "Baghdad" and "al-Sharia," are pro-Sunni and often against the Shi'ite-led government.

Overdorf (2011) discovered that sectarian organizations in the past got financial support from Pakistan's security establishment in the context of warfare against India. They also received financial gains from other governments, such as Iran and Saudi Arabia, as proxies in a regional tussle for political and ideological dominance. In recent years the Pakistani Taliban and al-Qaeda have provided extremist Sunni organizations such as (Laskera Jangwe) LeJ and (Ahle Sunnat Wal Jamaat) ASWJ with funding, sanctuary, logistical support, and training. Waseem (2010) stated that the religious dimensions of sectarian conflict are often manipulated to advance class, ethnic, economic, and political interests. Local tensions have been exacerbated by national and regional factors, including the Iranian revolution, which encouraged the Shias to become more political. Al-Sumariyya wants to recognize itself as "an independent satellite television which aims at showing the world the true face of Iraq, and not only images of violence." The channel has considerable revenue from advertising. There are also other sources of financing, like the Iraqi shareholders who insist and focus on programming related to violence.

Waseem (2010) narrated that clergy members accelerate sectarian conflicts, and the main ambitions behind the phenomena are economic and political completion rather than religious ideologies. Another fact we can observe is that the fighting for power between kin groups is also significant. Al-Awsat (2007) disclosed that many channels are now the insurgents' platforms. Like some channels, we

observe insurgents' regular on-air videos showing their attacks against multinational forces. al-Fayyadh (2007) explained that Iraqi media, in the name of national integration and unity, urged people to participate in violence. However, it recently observed that at least one channel has not only called upon Iraqis to take part in violence but also served as a means for insurgent groups to publicize their attacks.

Rubin (2007) narrated that the condition worsened due to Sunni insurgency felt from the foreign occupation leading them towards criminal activities. Conflict in Iraq has changed from a predominantly Sunni-led uprising against foreign trade. They started a struggle to divide political and economic influence among sectarian groups. In Iraq, the violence continued to dominate the ethnic, tribal, sectarian, and political factions over the political and financial resources. Rubin (2007) further argued that in society, people don't have any idea about their religious, political, and social rights because they cannot understand the causes and consequences of the ongoing situation in the form of sectarianism. The backwardness of society reflects the greater level of sectarianism. The people of lower socio-economic backgrounds send their children to madrassas that provide a base for the propagation of sectarianism.

Sahi (2006) narrated that even the Iraqi people are divided concerning their favored channels and news coverage based on their political loyalties and inclinations. People follow the views of their favorite television channels and the statements of their famous political leaders. Thus the Iraqis indirectly involved themselves in politics by following their favorite political leaders. Nasr (2006) stated that Lebanon became vulnerable to internal conflicts because it remained socially divided, that in turn was fueled by external factors. Empirical results suggest that Lebanon has unequal relative to its democratic and economic development level and that this inequality has substantial power in explaining armed conflict. Price (2007) narrated that many channels do not acquire funds from political or religious groups; they depend on advertising revenues and financing by wealthy Iraqi or Arab investors, foreign governments, and primarily broadcast entertainment programs.

Johns Hopkins University (2005) expressed that the overlap of economic inequality with sectarian divisions had political consequences, e.g., in 1974, the religious leader of the Shia community, Imam Musa al Sadr launched the Amal movement in which he supported the objective of enhancing the lagging political but especially economic status of the Shia community. Alexis (2003) stated that instead, the political leaders and their movements representing the ethnic and sectarian groups mobilize their people to "gear up" for a conflict. In this conflict expansion process, control over mass media is essential. The third and most crucial step is that an ideology and power over a media outlet should be kept after a faction consolidates. This step is the psychological preparation to hate, which seeks to prepare the audience for a violent conflict where the media present it for the purpose of prevailing

violence and conflict. Alexis (2003) showed the dark picture of media that it often transmits hostility, directly or indirectly, between states or ethnic groups and can increase tensions by spreading misperceptions or exaggerations. While a literature review on media and conflict resolution demonstrates some isolated cases where the media have had a constructive role in a conflict, in most cases, the media have worsened the conflict rather than resolved it.

Karlowicz (2003) explored that private Iraq media emerged in Iraq post-war with ownership in the hands of competing for political factions reflecting the country's conflicting ethno-sectarian agendas. At the same time, Media have also emerged independent of Iraq's political mosaic to provide a public space for education, entertainment, and cathartic release from the daily violence that dominates Iraqi public life. Iraq's ethno-sectarian media provided a psychological groundwork for bitter divisiveness and conflict, with one channel already making direct appeals for violence against other Iraqi communities. Media dividing the community based on ethno-sectarian lines has the potential to further the gap between Iraq's communities and weaken any national belonging. Now it is debatable whether the state of Iraq will survive division or not. Still, the nation is already at the peak of partition in terms of identity, helped by the media encouraging this trend. So far, most political factions have used their media to stress unity among Iraq's communities, but they nevertheless have the potential to instigate conflict with these means. It could be used positively in bridging the differences among its communities.

Chandran (2003) stated that the sectarian violence in Punjab was because of Shia-Sunni economic, social, and political relations. In Jhang Punjab, the Shia community formed the upper class, became lords, and gained political power. At the same time, the Sunni community remains in the lower class. After some time, when the Sunni community 1970 got education and remittances from Gulf, they demanded their share in social and political status, which was held by the Shias community. line (1994) Stated that most middle-class support sectarian organizations, and mostly, these are functional in urban areas. Often sectarian organizations are considered urban phenomena, though it is part of the Sipah-i Sahaba's purpose to combat agrarian magnates (who are often also inertial in the adjoining urban centers) to try to hold an aggressive Sunni identity countrywide. In Jung, most urban people in business funded and supported Sipah-i Sahaba, which beliefs in handling a large part (nearly 80 percent according to some estimates) of commercial activity in the district. Durkheim (1897) expressed that the anomie situation is the cause of society's weak regulation. Therefore, it cannot maintain its social order and is not able to enforce its decision. Around the world, most conflicts are based on economic and political interests and on other actors to which their welfare and rights are being infringed. Since the inception of the UN, its security council has been dominated by the five permanent members, who are all superpowers.

According to Rummel (1981) conflict becomes less intense, cooperation more lasting. If the interaction occurs in a closed system or is free from sudden, sharp changes in the conditions of a relationship (as, for example, if one party to a business contract goes bankrupt or a signatory to a regional military alliance with the United States has a military coup), then through conflict and cooperation people gradually learn more about each other, their mutual adjustments come easier, their expectations more harmonious and lasting. Competition and cooperation thus form a helix, moving upward on a curve of learning and adjustments. The turn through collaboration is more familistic and durable; that through conflict is shorter and less intense.

C. Councilmam, (2015) argued that it is essential to note that in past centuries there have been periods of division and unity between the two sects, dictated by historical context. In addition, the "social and political relevance of sectarian identity advances and recedes according to wider socio-economic and political conditions." For example, there have intermittently been many years when "Iraq's Sunnis and Shia had intermarried, and shared the same neighborhoods, tribes, wars and five pillars of faith." Even today, many Iraqis are the children of mixed marriages. Major Iraqi tribes, including the al-Jubouri, Shammar, and Tamimi, had Sunni and Shia members. During these times of peace, underlying prejudices remained stagnant. The two sects had "stories of common struggles, communal harmony, friendship, and intermarriage." They fought against common enemies and for the exact political causes. Unfortunately, these more peaceful times appear to be long forgotten by Iraqis in the twenty-first century. Yusuf (2013) explains that tolerance is integral to different groups relating to one another respectfully and understandingly. In cases where individuals or communities have been deeply entrenched in violent conflicts, patience helps the affected groups endure the pain of the past and resolve their differences. Intolerance will drive groups apart, creating a sense of permanent separation before them.

### **III. METHODOLOGY**

This section of the paper describes the research methods applied for this study. It included the universe of the study, sampling and sample size, methods of data collection, conceptual framework, and methods of data analysis. District Hangu Khyberpakhtun Khwa constitutes the universe for this study. Further, Within the district, three villages, Ibrahim Zai, Raisan, and Babar Mela, were purposively selected for data collection. The main reason for choosing the section mentioned above and towns is that it is the hub of sectarian clashes among two sects, Shia and Sunni. These are the villages that contained not only both Shia and Sunni communities but also the primary victims of sectarian clashes. Peace is a significant problem for both communities. They live in the same area despite having conflict the population comprised all the households of the villages mentioned above in the selected district. A sample size of 279 respondents was randomly selected from the total population, i.e., 1010 in the

selected villages. Determination of sample size has been adopted under the criteria adopted by (Sekaran & Bougie, 2003)

The following proportional allocation formula has been applied for the sample size distribution among three selected villages.

**Table 1. Proportional allocation of sample size**

Names of villages and their population	Total Households	Sample Size
Ibrahim Zai	560	155
Raisin	280	77
Babar mala	170	47
Total	1010	279

**Source:** a preliminary survey 2020

$$n_i = \frac{n}{N} \times N_i$$

Where

n= required sample size

N= population size

N<sub>i</sub>= size of i<sup>th</sup> strata

n<sub>i</sub> = sample size to be taken from i<sup>th</sup> strata

This proportional allocation procedure has been adopted by (Chaudhry, 2011)

### ***Tool for data collection***

A well-thought-out questionnaire in the local language (Pashto), ensuring the induction of all the study aspects, has been designed through the Likert scale for data collection. Questionnaires were pre-tested in village Ibrahim Zai for the omission and modification of the questions before actual data collection.

### ***Conceptual framework***

The following are the dependent and independent variables of the study.

**Table 2. conceptual framework**

S.No	Independent variables	Dependent variables
1.	Role of Media	Peace in the area

**Source:** preliminary survey 2020

### ***Data Analysis***

The collected data has been analyzed through simple frequency distribution using a statistical package for social science SPSS 20<sup>th</sup> version. The data were categorized and presented in the form of percentages and frequencies. However, a chi-square test was applied to measure the association between dependent and independent variables. The formula procedure to calculate the chi-square is as follows (Tai, 1978).

$$x^2 = \sum_{j=1}^i \sum_{j=1}^k \frac{(o_{ij} - e_{ij})^2}{e_{ij}}$$

Where  $o$  is the Observed Frequency in each category

$E$  is the Expected Frequency in the corresponding category

is the sum of  $df$  is the "degree of freedom" (n-1)

$x^2$  is Chi-Square

## **IV. RESULTS AND DISCUSSION**

The main focus of the study was to find the role of media in affecting peace in District Hangu, Khyber Pakhtunkhwa. Regarding this, it explains the univariate and bivariate analysis of the data. This section describes the univariate data analysis regarding peace instability for many decades. A significant concentration in this regard was given to the role of media in provoking sectarian conflict between Shia and Sunni sects.

### ***Perception of Peace in the area***

Peace is the most significant demand of society in the absence of which the wheel of social life stops and no more functions smoothly. Table 4.2.1 shows that most of the respondents agreed that peace is the primary demand of people (89.2%). Moreover, most respondents (90.7%) believed peace in the area could generate tolerance between sects. Similarly, most respondents (79.9%) agreed that peace is essential for cooperation and coordination. More than two third of the respondents (83.5%) believed that peace is also necessary for the solid relationship between people of the two sects. Likewise, more than half of the sampled respondents (69.2%) agreed that people have the spirit of doing welfare activities in the area. Even though the conflict between the Shia and Sunni sect's majority of respondents (33.4%) stated that people tolerate each other beliefs and ideologies.

Similarly, it was also found from the majority of respondents (76.3%) that the community is divided into different groups. Further, due to this group division, most respondents (55.9%) stated that people start fighting little. It divulged that almost all the respondents wanted peace and demanded

stability in the area. The result further supports the finding of (Rummel, 1981; Yusuf, 2013) and (C. Councilmam, 2015).

**Table 3. Perception of Peace in the area**

<b>Statement</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>
Nowadays, peace is the demand of people	249 (89.2%)	20 (7.2%)	10 (3.6%)
Peace can generate great tolerance in people	253 (90.7%)	14 (5.0%)	12 (4.3%)
Peace is necessary for cooperation and coordination	223 (79.9%)	35 (12.5%)	21 (7.5%)
The social relation is strong in your village	233 (83.5%)	16 (5.7%)	30 (15.1%)
The masses have spirits for doing some welfare activities	193 (69.2%)	44 (15.8%)	22 (15.1%)
There is tolerance for others' beliefs and behaviors	90 (33.4%)	167 (62.0%)	13 (4.7%)
Your village divided into different subgroups	213 (76.3%)	50 (17.9%)	16 (5.7%)
The masses start fighting on minor issues.	156 (55.9%)	117(31.8%)	12 (4.3%)

**Source:** Field Survey 2020

The media is the formal agent of socialization and has a significant role in peace settlement as it guides and educates the people. Table 4.9 shows that respondents agreed with statements of media importance and its relation to peace uncertainty. The majority of respondents (78.4%) agreed that earning money is the main motive of media. Similarly, most respondents (77.3%) believed that media is an excellent source of spreading rumors. The majority of the respondent (78.4%) were well aware of the issue that media produce tension and frustration by broadcasting fake news. More than two third of the respondents (79.8%) believed that media is under the influence of politicians.

Furthermore, most respondents (76.6%) stated that external powers used media for their interests. Likewise, most respondents (69.1%) agreed that social media play a vital role in peacemaking. Most respondents (72.3%) also stated that the media have such vast power that they can destroy peach anytime. It could be concluded from the data that almost all the respondents have negative perceptions of the role of media.

**Table 4. Media Factor**

<b>Statement</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>
Now a day's, earning money is the main motive of media.	221 (78.4%)	38 (13.5%)	20 (7.1%)
The media is an excellent source of fake rumors.	218 (77.3%)	25 (8.9%)	36 (12.8%)
The media produce tension and frustration by broadcasting fake news.	221 (78.4%)	40 (14.2%)	18 (6.4%)
The media is under the influence of politicians.	225(79.8%)	31 (11.0%)	23 (8.2%)
The external powers use media for their interest.	216 (76.6%)	36 (12.8%)	27 (9.6%)
Social media plays a vital role in peacemaking.	195 (69.1%)	45 (16.0%)	39 (13.3%)
The media can destroy peace at any time.	204 (72.3%)	48 (17.0%)	27 (9.6%)

**Source:** Field Survey 2020

### ***Bivariate analysis***

Chi square test was used to measure the association between dependent and independent variables. The dependent variable was peace in the area, while the independent variable was the role of media.

Media is the formal agent of socialization because it cultivates the individual mind and shapes attitude and behavior on the grass root. Table 16 shows a significant association between media as an excellent source of spreading rumors ( $p=.001$ ) and peace in the area. Similarly, media can destroy peace at any time ( $p = .031$ ) had a significant association with ease in the area. Likewise, social media playing an important role in peacemaking ( $p = .000$ ) is also significantly associated with peace in the region.

On the other hand, a non-significant association was found between peace in the area and earning money as the main motive of media ( $p = .811$ ). Similarly, the media produce tension and frustration by broadcasting fake news( $p = .205$ )also had a non-significant association with peace in the area. Subsequently, media is influenced by strong politicians ( $p = .476$ ), and external states use media in their interest ( $p = .315$ ). They were also found non-significant with peace in the area respectively.

The results supported the finding of the Policy research project (2013), (Behuria & Shehzad, 2013)and Satellite Channel (2013).

**Table 5. Role of Media**

S.no	Statement	Peace in the area			Chi-square P=value
		Yes	No	Don't know	
1.	Earning money is the main motive of media.				$x^2 = 1.589$ (p=.811)
	Yes	163(58.4)	41(14.7)	17(6.2)	
	No	29(10.3)	8(2.8)	1(0.4)	
	Don't know	14(5.0)	4(1.4)	2(0.8)	
2.	The media is an excellent source of spreading rumors.				$x^2 = 17.567$ (p=.001)
	Yes	163(58.4)	38(13.7)	17(6.0)	
	No	13(4.7)	12(4.4)	0(0.0)	
	Don't know	30(10.8)	3(1.0)	3(1.0)	
3.	The media produce tension and frustration by broadcasting fake news.				$x^2 = 5.925$ (p=.205)
	Yes	167(59.8)	37(13.2)	17(6.0)	
	No	29(10.4)	9(3.4)	2(0.9)	
	Don't know	10(3.5)	7(2.5)	1(0.3)	
4.	The media is under the influence of politicians.				$x^2 = 3.511$ (p=.476)
	Yes	171(61.3)	40(14.4)	14(5.0)	
	No	20(7.1)	7(0.5)	4(1.4)	
	Don't know	15(7.3)	6(2.3)	2(0.7)	
5.	The external states use media for their interest.				$x^2 = 4.738$ (p = .315)
	Yes	166(59.4)	36(12.9)	14(5.0)	
	No	23(8.4)	10(3.6)	3(1.0)	
	Don't know	17(6.2)	7(2.5)	3(1.0)	
6.	The media can destroy peace at any time.				$x^2 = 10.629$ (p = .031)
	Yes	155(55.5)	35(12.5)	14(5.0)	
	No	37(13.3)	10(3.6)	1(0.3)	
	Don't know	14(5.2)	8(2.8)	5(1.8)	
8.	Social media plays an essential role in peacemaking.				$x^2 = 22.748$ (p=.000)
	Yes	159(56.9)	25(8.9)	11(3.9)	
	No	27(9.7)	15(5.4)	3(1.0)	
	Don't know	20(7.1)	13(4.7)	6(2.4)	

Source: Field Survey 2020

## CONCLUSIONS AND RECOMMENDATIONS

The study concluded that sectarian violence had been a significant issue in the area, which has detreated the prevalent social process. Media was found to have an essential role in escalating sectarian violence in the area. The media was biased, working to generate money and playing in the hands of external forces. Due to these, it can destroy the process of peace at any time. It was further explored that the media affect stability through generating fake rumors and propagating minor issues. Moreover, the media is influenced by strong politicians who use it for their interests.

Furthermore, it was found that social media plays a vital role in peacemaking. Based on the study findings, it is suggested that the government to lunch different awareness programs regarding the importance and prevalence of peace and education. There should be proper checks and balances on media broadcasting to restrict fake and insurgent rumors or statements that promote sectarianism in the area. The government should introduce livelihood and business opportunities in the area through different developmental schemes, so all those, especially the young, should be provided job

opportunities that are always used to promote sectarianism. Education is the only remedy that can bring peace and prosperity to the area, so people should provide easy access to education because the literacy rate of the study area is already very low.

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## An Analysis of Problems in Housing Ownership and Property Development in Abuja, Nigeria

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**Abstract**— Since housing ranks second in the hierarchy of human needs, real estate development and the housing crisis have taken on a significant dimension today. In Abuja, Nigeria, several elements have an impact on these issues. Real estate development may evoke various feelings, depending on one's perspective. There are several factors that is considered a problem to housing ownership and property development. This study focuses on the analysis of the problems associated with housing ownership and property development in Abuja, Nigeria. The study used quantitative research; 121 questionnaires were given to real estate developers, and 77 of them were retrieved and used for analysis. According to the study's findings, the following factors are known to affect residential property development: access to land, funding, exorbitant building material costs, corruption, government policy, high capital costs, high labor costs, Cost of land, mortgage interest rate, building costs, perception of buyers' lack of price control, and household expenditures are further factors. Factors impacting affordability are revealed to be mostly outside of the control of the landowner but are still subject to government regulation. As a result, in order to provide a solution for this element, the government must improve the welfare of its population concerning housing.

**Keywords:** Property, Real estate, Development, Housing and Affordability.

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## I. INTRODUCTION

Depending on one's viewpoint, real estate development may arouse various emotions. It is an exciting and frequently challenging pastime that makes more complicated use of scarce resources. It is inherently risky due to its high entry hurdles, which reflect the capital-intensive and cyclical character of the industry, its mostly fragmented and liquid product, and its sometimes-lengthy payback period. (Ariffin et al. 2022; Ezennia & Hoskara, 2019; Milala et al. 2021).<sup>1</sup>Property development is a multi-stage process that begins with initiation and ends with disposition or management after going through evaluation, design, and price. On the other side, the development phase depends on the availability of land, thus this need must be strictly adhered to (Maiyaki et al. 2021). The product throughout the real estate, unlike some other markets, entails a "change of land use" or a "alteration to an existing building" in addition to other productive resources, including labor (Gambo, 2019); materials (Jiburum et al. 2021); and financial services (Arudi et al.2022).<sup>2</sup>

Ezeanah (2021) and Ezennia (2022), in their previous research, that "identified increase in construction costs, high cost of capital, the availability of land, sharp amortization of the Naira, access to mortgage lending facilities, amount of production, poor infrastructural requirement, extortion by federal officers, costs for building materials, and governmental policies," are cited by (Maiyaki et al. 2021) as saying that property or development of residential properties in Nigeria has recently faced many challenges. Access to suitable land, however, poses a substantial obstacle to the increases in real estate in this world region, which influences project timetables, development expenses, and, therefore, development prices (Ahmed et al. 2022; Maiyaki et al. 2021). "In Nigeria, access to suitable land is a key determinant of real estate development (Jiburum et al. 2021). According to Y. Ahmed & I. Sipan (2019), research on the government's aim to use the land use act to make it easier to obtain land in Nigeria causes more difficulties than it resolves."<sup>3</sup>

The surge in housing demand and the increase in property prices may be attributed to an aging population and shifting demographics. There has been a particularly strong demand for housing in city centers due to the number of public services and practical transit options. Numerous housing schemes have been implemented in Nigeria over time by the government and private partnerships at various levels to provide housing for the nation's citizens; nonetheless, housing concerns have continued to be a problem, particularly for the country's public employees.

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<sup>1</sup>The study is mainly on the property development as it is a thrilling and frequently difficult sport that makes more complex use of limited resources. Due to its difficult entrance requirements, which reflect the capital-intensive and cyclical nature of the sector, it is inherently dangerous.

<sup>2</sup> Several issues identified related to property development

<sup>3</sup> This is revealing the main aim of government about land and landed property development through policy

According to research by the University of California, Los Angeles, the housing scarcity in most of our urban areas is not just one of number but also of low quality, which manifests itself in crowded homes and puts additional demand on the existing infrastructure(Jiburum et al. 2021).<sup>4</sup>

It has been estimated that the country now faces a 17-million-unit housing shortfall and that Lagos Metropolis would require 40,000 new dwellings year at the cost of \$1 billion to accommodate its expanding population field (Y. Ahmed & I. Sipan, 2019). Finding affordable accommodation in Abuja has grown to be quite difficult, leaving many people homeless or living in poor circumstances. For societal and financial aspirations, finding a solution to Abuja's housing shortage will be a major success. One of the major problems is the price of accommodation in Abuja, whether buying or renting. Nigeria's housing sector is experiencing several problems due to the nation's heedless attitude to real estate development.

The process of obtaining property or a site has caused a substantial impediment to the country's real estate growth. The lengthy process of distributing and registering taxes on property hinders real estate development. The primary cause of needless delays at land registration is a lack of work ethics. When a developer's application is passed from department to department for several weeks before the necessary approval is given, the developer runs the risk of losing his source of funding or paying a considerable amount of interest on a loan he took out for the project. This might undermine the developer's business plan, resulting in exorbitant construction costs and high development fees.

Additionally, there are just a few funding choices available to Nigerian developers. Developers will always want outside funding to complete their projects because real estate building requires money. The bulk of developers are discouraged, nonetheless, by the high financing rates demanded by commercial banks. Seeing how many developers are awaiting Federal Mortgage Bank loans and other forms of federal government funding is distressing. Alternative financing options and the procedures for obtaining overseas loans for real estate projects are both poorly known. The absence of monitoring and pricing monitoring, lack of mortgage organizations, lack of financial institutions, land value, government retreat from real estate development, economic forces, market economy for developers, etc. all impact Abuja's housing crisis. The contributing elements are not just those mentioned above. Providing individuals with access to affordable housing is one strategy to alleviate the housing crisis. Against the background, this study analyzed the problems associated with housing ownership and property development and housing affordability in Abuja.

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<sup>4</sup> Further illustrated what push the price of property in the city.

## II. LITERATURE REVIEW

### *The subject of Housing Affordability*

Since there is no accepted definition of affordable housing, it has been challenging to define it (Jiburum et al. 2021).<sup>5</sup> Affordable housing needs to evoke thoughts of a "normal" house, which might be huge or little, employ fairly cost furnishings and building supplies, and offer the conveniences the tenant wants or requires. Low cost solely relates to building strategies and land-use planning procedures suitable for producing inexpensive homes. The availability of a home is determined by the residents' family income rather than the home's price (Sakariyau et al. 2021).<sup>6</sup>

The definition of affordable housing includes household size, income level, and affordability (Adegoke & Agbola, 2020). In the past, "affordable housing" has been used to describe public, social, or low-cost housing. Adegun et al. (2019) separated the population into several income brackets to determine housing affordability. The economically weaker group (EWG), lower income group (LIG), medium income group (MIG), and higher income group (HIG) are the four categories (HIG). The most intense housing demand is in the EWS, LIG, and MIG groups.

Housing expenses shouldn't exceed 30% of normal salaries, according to a benchmark set by the industry for affordable dwellings. As was to be expected, there was some disagreement among experts over the 30.0 percent family income requirement. Adegoke et al. (2020) used the phrase "shelter poverty" to characterize a situation where a household spends 30% of its income on housing but cannot afford to meet certain other fundamental needs for a lifestyle at least comfortable. This circumstance occurs when a family's income is so low that even with the low cost of housing, it is still insufficient to cover non-housing expenses after spending 30% of the cost of housing.<sup>7</sup>

### *Affordable housing Measurement*

The word "affordability," which is frequently used in English, is generally understood. The term "housing affordability" has grown in popularity over the last 15 years or so. It might be difficult to define affordability, though. Being able to "afford" something in this meaning is being able to buy it without going through hardship. But how can someone tell when they have money problems? Things are frequently described as being out of reach even though a person's salary obviously surpasses the cost of the item.

According to some, affordability is more of a link between income and comparable expenses than a property's inherent features (Daniel et al. 2018). Naturally, any good or service might be defended using this reasoning. This serves as an example of the conceptual difficulty that economists encounter when talking about the affordability of housing.

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<sup>5</sup> The consensus on the definition of the concept affordability p-reveal in the scope of the property development

<sup>6</sup> The element of affordability is shown.

<sup>7</sup> This further shoe the economic hardship that of 30% of earning cannot be saved and buy property.

The affordability criteria shouldn't factor in income since it confounds poverty with housing expenses, claims (Daniel et al.2018). They argue that comparing house building costs to price is a more reasonable benchmark. In terms of housing, affordability is defined similarly to how it is defined in terms of other items. The difference is that a person could consider one thing to be reasonably priced while considering another to be extremely costly for the same price. Our genuine priorities center on how much money we have left over after a purchase and what we might need to utilize it for, which makes this achievable.

When the word "affordability" is used about housing, it is typically used to refer to the continuous costs associated with buying or renting a property. Legislative changes might have an effect since it reflects many of the same elements that influence accessibility. Assuming all other conditions are equal, paying an additional accommodation fee can increase the affordability of homes. Because access is largely limited to people who cannot afford housing, it is asserted that there is no visible difference between these two ideas.

#### ***Rental tenure affordability measurement***

To calculate the OTI for renters, rent is divided by income for a specific period of time (e.g., weekly or monthly). The number of residences with an OTI over a specific threshold may then be calculated. The more households over this income level, the less affordable renting becomes. To get the average rent, we may also divide it by the average income. Averages are not always the best measurement; in certain cases, the median, third quartile, or 10th percentile may provide a clearer view. An elevated OTI shows that renting is relatively pricey(Squires et al.2021).

A person's RI is just their income less the entire rent they have paid during a certain period. Another way to measure affordability is to look at the proportion of families that fall below a given cutoff threshold; a higher number indicates relative affordability. Another option is calculating an average RI, with a low number indicating a relative lack of affordability (Squires et al. 2022).

#### ***Homeowners' affordability scale***

It is more difficult to calculate these indicators for homeowners. The mortgage payment-to-income ratio for existing homeowners is measured by the OTI. Since they rely on their down payment, current interest rates, and property values, potential mortgage payments for homeowners might be expensive costs. The residual income indicator for both existing and future homeowners is then determined by income less the aforementioned mortgage payments. For first-time homebuyers, seasoned homeowners, and existing homeowners, these criteria vary. Property purchasers usually deal with higher lending rates, especially if they have a little down payment. Long-term homeowners may

have drastically decreased their monthly mortgage payments or have paid off all of their debt (Milala et al. 2021).

### ***Property Development in Nigerian Domain***

Even if one may argue that the passages on property development processes are mostly focused on the conditions in Western Europe and North America, it is important to remember that these stages of the development process are as pertinent to other growing nations. For instance, physical, legal, economic, technological, financial, and government policy initiatives are crucial factors to consider while planning property development projects in Nigeria. In Nigeria, feasibility assessments are common for all development initiatives. They can be connected to the many stages of the development (Komolafe et al.2020).<sup>8</sup>

In more developed countries, such as the UK, a generally favorable environment governed by effective legislation and backed by pertinent institutions promotes property development. However, the situation in Nigeria is significantly different due to the volatile macroeconomic environment (Dabara, 2021). For the average Nigerian in the 1980s, property development simply meant homes (i.e., more desirable houses built regardless of who was building).

However, whether fully owned or rented, the common man's yearning for a "home" only serves to worsen the situation that has already developed. Residential complexes are frequently not pre-let since they are built first and then rented out or sold. The fact that Nigerians have not embraced the notion of pre-let or sold development, given the market's inherent volatility, underscores the significance of the building process sequence in real estate projects. Further investigation is necessary since Nigerian property expansion is a serious concern and has long been completely ignored (Madichie & Madichie, 2009).

### ***Access to land ownership to land***

We will focus on the regulatory and ecological aspects of this production factor as we talk about it. Our biggest issue in the event of anything like the former is the Land Use Decree of 1978, which hasn't been changed in more than 40 years despite recurrent warnings that it doesn't consider contemporary demands. Our research reveals that the Land Use Decree has simply been renamed the Land Use Act (LUA), which has the following primary goals: ensuring that all Nigerians have the right to utilize and enjoy land; making it possible for Nigerians to benefit from the natural fruits and vegetables of land in sufficient quantities; and protecting and preserving these rights (Agheyisi, 2020).

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<sup>8</sup>In Nigeria, feasibility studies are standard practice for all types of development projects. They are related to several developmental stages.

Section 2 of the Act, which mandates that all land in urban zones be placed under the control and supervision of the governors and that all property in non-urban areas be placed under the administration and management of local authorities, has been a major source of contention. According to Oshio's study on "indigenous lands and properties and renationalization of land in Nigeria," owning property seems to be a regional phenomenon. He goes on to list Nigeria's features as follows: Traditional English-style land ownership does not exist here, as it did in almost all the other former British colonies in West Africa. There, the land is typically owned by a group of individuals rather than a single person (DeSalvo, 1974).

Having problems with site acquisition might lead to several undesirable results. Lagos (2003) claims that ineffective land use, unequal income distribution, bad living conditions, environmental devastation, an increase in poverty, and socioeconomic imbalance in social and economic growth are all indicators of insufficient and unequal access to the property in Nigeria.<sup>9</sup>

Daniel et al.(2018)stated that practically all corporate real estate developers are compelled to purchase the same, about the equivalent-sized block of land. This affects the timetable for the project, the costs associated with development, and the product cost.

The LUA's second major problem is its uncertainty on land use and development objectives. In the northern and more flood-prone southern regions, building dwellings in flood plains has often resulted in disaster. Agulu, Nanka, Ozuitem, Oko, Isuikwuato, and Orlu are just a few instances of the gullies in eastern Nigeria, which account for around 1.6 percent of the region's entire geographic area (Windapo, 2007). A similar pattern appears to be emerging in the country's north.

### ***Purchasing power***

The main funding sources for commercial real estate and all stakeholders in Nigeria, particularly those engaged in the creation, practice, and use of the real estate, continue to be the National Housing Fund, the Federal Mortgage Institutions, the Federal Mortgage Finance Limited, founded in 1989, 1992, and 1993. The Federal Mortgage Bank of Nigeria was established in 1977 (Dabara, 2021).

The environment, product quality, price, and on-time delivery of goods will become more demanding, and tax and innovation measures can assist (Ezeanah, 2021). Due to a shortage of capital, rising building costs, and a decrease in customers expecting more from their services, developers are now operating in unfamiliar terrain after leading the real estate business for decades. Developers are forced to consider alternatives since there are more things to do and vacant, subpar buildings (Birrell & Gao, 1997).

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<sup>9</sup> The author asserts that poor living conditions, inefficient land usage, unfair wealth distribution, environmental destruction, and rising poverty.

In addition to building expenditures, interest expenses are among a property developer's major expenses. Whether or whether the house was sold, interest on property loans must be capitalized and subtracted, just like other development expenditures (Ebekoziem et al. 2022).

### ***Building Materials Expenditure***

During peak season, the price of a bag of cement increased from N1,350.00 in 2006 (Ebie, 2003) to N1,850.00 in 2009 (Ebie) and N2,000.00 in 2015 (Slack & Chattopadhyay, 2009). The price of building supplies is a serious obstacle to both the home market and the construction industry.

Currently, the retail price of cement in Nigeria ranges from 3,600 to 3,900 naira per bag, depending on the producer, area, and other factors. Additionally, the wholesale price (600 bags) varies from 2,100,000 to 2,350,000 naira depending on the manufacturer<sup>10</sup>.

Prior research by Fisher (2005) showed that building material costs considerably affected residential development. Ndeche et al. (2020) confirmed that some projects were delayed because of rising material costs, which supported this argument. In addition to timely completion, high building material prices are a major impediment to Nigeria's efforts to improve housing conditions (Nations, 2019).

### ***Abuja Housing Provision***

The master plan Abuja projected a population of three (3.2) million people with 2000 as the target year (Gumel et al. 2020). However, a population increase caused this demographic goal to be exceeded before the city's development was complete. Due to social, economic, and political difficulties, there has been a considerable influx of people into the city. (Jiburum et al., 2021). With less than half of the development project completed, the city's population is projected to exceed 5 million National Bureau of Statistics (2017). The city's population has expanded during a 26-year span (1991-2017), rising from 387,671 in 1991 to a predicted total of 4,984,381 in 2017 (NBS 2017). It is expected to expand at a 9.3 percent annual pace. Due to the sudden union membership of government contractors without enough housing and the ongoing flood of immigrants since 1991, Abuja is suffering from a serious housing crisis (Y. Ahmed & I. Sipan, 2019).

The Gwarimpa Dwelling Estate and the creation of 22,000 housing units in stages one (1) and two (2) were initiatives in which the national government was involved. Due to a lack of funding, the Federal capital territory administration hasn't been able to develop the city to the point where it can handle it, even though the population is growing quite quickly. As of December 2012, the FCTA had a

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<sup>10</sup>Other information can be assessed in via this <https://nigerianprice.com/>, you may view the most recent cement prices in Nigeria as of 2022.

budgeted commitment of N50 billion and a current infrastructure obligation of over N420 billion (Y. Ahmed & I. A. B. Sipan, 2019).<sup>11</sup>

To address the city's housing demands and shortages, the FCTA launched the Mass Housing Scheme as part of its General Populace Partnership (PPP) plan in 2000. As part of this strategy, the government would grant land to private developers and provide basic infrastructure to encourage more proactive private sector involvement. Private developers will provide secondary and tertiary infrastructure in return for building and selling finished residences to potential buyers (HABIBULLAH et al.2022).

Due to the city's designation as the Federal Capital City (FCC) and the constant influx of new residents, Abuja is experiencing a housing scarcity and rising rents. The price of housing in Abuja has continued to soar despite the Federal Government's efforts and pledges to make it affordable for people through the issuance of property plots and loans for different Housing Schemes. Unfortunately, the disparity between the availability and demand for housing has only widened.

### ***Public Private Partnership (PPP)***

The concept of a private-public partnership was created for the provision of housing. A private partnership is a highly adaptable kind of privatization, according to (Collier & Venables, 2014). Privatization is the term for any activity that reduces the role of the government and promotes the participation of private organizations in meeting public needs. Other forms of privatization, such as delegation (when the government maintains control and accountability while turning over service delivery to the private sector), divestment (where the government shirks its responsibility), and dislocation, are also mentioned by the author (that is A government activity is replaced by growing private sector activity).

Housing PPPs unquestionably fit in the first category. One advantage of public-private partnerships is the transfer of risks to the private sector (Kalu et al. 2021). The biggest danger to the housing market is a change in demand, which, if it is lower than expected, may lead to investor loan payback delays and greater interest and debt (Ogunbayo et al., 2021). The procedures of design, construction, completion and approval are all dangerous (Hadikusumo, 2021). Risk transfer is advantageous since it increases private sector participation (Collier & Venables, 2014).

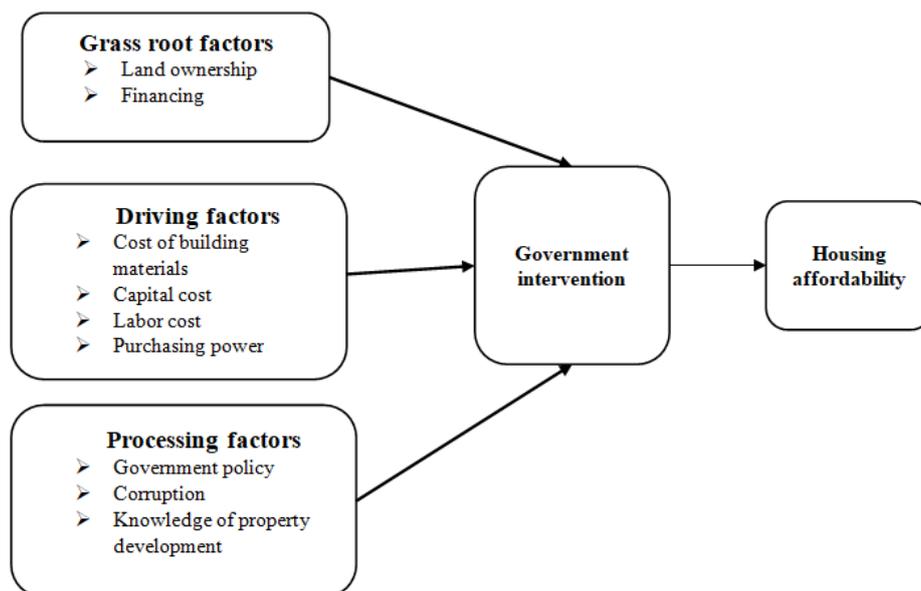
The Mass Housing Programme aimed to create an environment encouraged private industry to play a bigger role. It aimed to address the considerable gap between the supply and demand of housing stock in the City of Abuja and its surroundings. The approach does result in some beneficial outcomes, despite several difficulties. The residential development program was created to ensure that there would

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<sup>11</sup> Illustrating the typical example of the property development in Abuja.

be adequate housing to accommodate the population of Abuja. Still, it has struggled to be effective due to many problems, including poor planning. Private developers are allowed to build homes in Abuja.<sup>12</sup>

Numerous requirements in the Master Plan, based on the "Neighborhood Concept," were broken. Each neighborhood's threshold population is around 5,000 people. This population's needs are frequently met by a neighborhood center, which provides the following services: a hospital, a police station, a school, parks for recreation, a shopping mall, a fire station, a community hall, a post office, a public library, and countless other services.



Source: researcher's work

Figure 1. Conceptual framework of the study

The conceptual framework depicts the independent variables, which are the factors affecting property development, and the dependent variable, housing affordability. The conceptual framework also depicts the linkage between housing affordability and factors, with an arrow showing the path of the correlational relationship between the factors and the housing affordability variables. And the mediating variable is government intervention. Where all the effect of the factor affecting the affordability of housing.<sup>13</sup>

<sup>12</sup> Illustrated the effort of mass housing but the problem of the housing affordability and property development still persist.

<sup>13</sup> The author depicts in the conceptual framework how government intervention in term of policy and other van help in mediating the effect of the problem to the affordable housing.

### III. METHODOLOGY

To examine the factors influencing housing affordability and property development in Abuja, this study used a quantitative research design. Real estate developers were given questionnaires to complete, and simple random sampling techniques were used to distribute the questionnaires to the developers. This methodology was chosen for the study because it is based on probability, which implies that each sample has an equal chance of being picked. As a result, this approach would adequately reflect the population being studied. To examine the variables influencing Abuja's real estate development and housing affordability, the study used descriptive statistical analysis. Nigeria. The questionnaire survey in this study was designed based on the study objective after it went through validation, the questionnaire was designed based on a five-point Likert scale. The study population consists of 180 developers and a sample of 123 was adopted according to Krejcie and Morgan's table. Based on the research objectives, there is one group of respondents (residential property developers), the questionnaires 123 sets of questionnaires were administered, representing 100%, 77 sets of the questionnaire were answered and returned, and 44 sets of the questionnaire were not returned.<sup>14</sup>

### IV. RESULT AND DISCUSSION

#### *Analysis of Factors Affecting Residential Property Development*

**Table 1. Access to land**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	3	3.90
3	Neutral	8	10.39
4	Agree	21	27.27
5	Strongly Agree	45	58.44
	Total	77	100

**Source:** Field Survey, 2022

Access to land is a variable impacting property development in Abuja, according to a significant majority of respondents, as evidenced by the research data in table 1 above, which shows that (45) respondents, or 58.44 percent, strongly agree, and (21) respondents, or 27.27 percent, agree with the statement. This finding is supported by the study of the (Ndeche et al. 2020), where he surveys Problems and Prospects of Residential Housing Development and found similar problems.<sup>15</sup>

<sup>14</sup> In this study the authors consider the property developer registered with property development association of Nigeria.

<sup>15</sup> The authors similar finding increases the consistency of the result there by it will help in making the valid recommendation in provision housing affordability.

**Table 2. Finance/Funding**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	2	2.60
2	Disagree	6	7.79
3	Neutral	16	20.78
4	Agree	22	28.57
5.	Strongly Agree	31	40.26
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

A considerable majority of respondents, or 31 respondents, or 40.26 percent, strongly agree, and 22 respondents or 28.57 percent, agree, with the assertion that financing or funding is a factor impacting property development, according to research data from table 2 above. The data suggest data funding/finance is a major issue affecting property development in the study area.

Finance issues as a problem of housing ownership and property development have also been found as the leading factors in the study of (Daniel et al., 2018). Where he studies housing affordability and his further recommendation is that there is no available funding for developers to produce property to meet the economic demand and Ebekozien et al. (2022) also found a similar case in their study.

**Table 3. Cost of Building Materials**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	2	2.60
3	Neutral	4	5.19
4	Agree	18	23.38
5	Strongly Agree	53	68.83
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Research data from table 3 above shows that a significant majority of the respondents, i.e. (53) Respondents representing 68.83%, strongly agree and (18) respondents representing 23.38% agree with the statement Cost of building materials is a factor affecting property development. In Abuja.

The data above suggest that majority of property developers in the study area subscribed to the fact that the cost of building materials is a major factor affecting property development in the study area. The study of Tukur et al. (2019) And Nwafor & Aduma (2020) come across similar findings where the cost of the building material is seriously affecting a country like Nigeria most of the reasons are pushed toward economic recession.<sup>16</sup>

<sup>16</sup> The issue of corruption is having large dimension thereby the study has strong concern on it.

**Table 4. Corruption**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	10	13.00
2	Disagree	13	16.88
3	Neutral	25	32.46
4	Agree	12	15.58
5	Strongly Agree	17	22.08
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Analysis of table 4 above shows that most of the respondents, i.e. (25) representing 32.46% of the respondents, are neutral on whether corruption affects property development in Abuja, while (17) representing 22.08% strongly agree, (12) representing 15.58% agree, (13) representing 16.88% disagree and (10) representing 13.00% strongly disagree. The data above suggest that a reasonable number of respondents are undecided, while the majority suggest data corruption affects property development in the study area. Similarly, in the study of (Ibraheem et al. 2013). Okenna (2020) found that the effect of corruption not only persisting property development but also on the economic development of the country.

**Table 5. Government Policies**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	7	9.09
2	Disagree	14	18.18
3	Neutral	18	23.38
4	Agree	23	29.87
5	Strongly Agree	15	19.48
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Analysis of table 5 above shows that most of the respondents, i.e. (23) representing 29.87% of the respondents, agree that Government policies affect property development in Abuja, while (18) representing 23.38% are neutral, (14) representing 18.18% disagree, (15) representing 19.48% strongly agree and (7) representing 9.09% strongly disagrees Hence, the data suggest that government policies affect property development in the study area, several previous studies on the effect of policy in different aspects have been assessed but related to the property development it was found that in the area of Abuja several property developments faced the thread in completion due to the government policy the study of Momoh et al. (2018) reveal the policy effect on the property development in the scope of Abuja that it not only affects the property development alone but the provision of better housing also.<sup>17</sup>

<sup>17</sup>Due to government policy and the study, Abuja had a delay in the construction of various property developments.

**Table 6. High cost of Capital**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	6	7.79
2	Disagree	8	10.39
3	Neutral	10	12.99
4	Agree	23	29.87
5	Strongly Agree	30	38.96
	<b>Total</b>	<b>77</b>	<b>100</b>

**Source:** Field Survey, 2022

An analysis of table 6 above indicates (6) respondents representing 7.79%, strongly disagree and (8) respondents representing 10.39%, disagree with the high cost of capital, while (23) respondents representing 23% agree and (30) respondents representing 38.96%, strongly agree respectively. Hence the data suggest that property developers in the study area see a high cost of capital as a factor that affects property development in the study area. The study by Gambo (2019) on the Relationships between Financial Institution Performance and Regulation Effectiveness on Housing Ownership by Low Income. He reveals a similar finding in his study that the cost of the capital cost of interest per capital has a strong effect on property development.<sup>18</sup>

**Table 7. High cost of labor**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	23	29.87
2	Disagree	18	23.38
3	Neutral	5	6.49
4	Agree	21	27.27
5	Strongly Agree	10	12.99
	<b>Total</b>	<b>77</b>	<b>100</b>

**Source:** Field Survey, 2022

Analysis of table 7 above revealed that (21) respondents, or 27.27 percent, agree, and (10) respondents, or 12.99 percent, strongly agree. In contrast, (21) respondents, or 27.27 percent, disagree, (18) respondents, or 23.38 percent, disagree, and (5) respondents, or 6.49 percent, are neutral. The statistics indicate that most real estate developers in the study region stated that the high labor cost is not a significant obstacle to real estate development there. In the study of (Gambo et al. 2021). Where the study finding is in agreement with this study that the high cost of labor is also a leading factor but not that significant.

<sup>18</sup> Related study are found about the issue of cost of labour in Asia and Europe.

**Table 8. Knowledge of Property Development**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	21	27.27
2	Disagree	16	20.78
3	Neutral	8	10.39
4	Agree	13	16.88
5	Strongly Agree	19	24.68
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Analysis of table 8 above shows that (21) respondents representing 27.27% strongly disagree with the statement, (16) respondents representing 20.78% disagree, (8) respondents representing 10.39% are neutral, (13) respondents representing 16.88% agree, while (19) respondents representing 24.68% strongly agree. These findings revealed that knowledge of property development is not a major factor affecting property development in the study area it also suggests that it can be a factor. Several problems in the area of property development emanate as a result of a lack of professionalism that lack of knowledge today in Nigeria. There are several numbers of property developers but not all are qualified to be in the industry. They are called by the profit made out from the sector (Ezema et al. 2014).

**Table 9. Consumer low purchasing power**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	3	3.90
3	Neutral	9	11.69
4	Agree	31	40.26
5	Strongly Agree	34	44.16
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Data from table 9 above revealed that consumers' low purchasing power is one of the major factors affecting property development. Only (3) respondents representing 3.90% disagree while the majority, i.e. (34) respondents representing 44.16% agree, and (31) respondents representing 40.26% strongly agree respectively. The unavailability of the consumer to purchase is also a problem to property development Gambo (2019) found out in his study that some of the problems of property development id there is more supply and less demand due to the inability to buy property.<sup>19</sup>

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<sup>19</sup> This is mainly cause by economy.

*Analysis of factors affecting Housing Affordability in Abuja*

**Table 10. Cost of Land**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	3	3.90
2	Disagree	6	7.80
3	Neutral	2	2.60
4	Agree	28	36.36
5	Strongly Agree	38	49.35
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

The data in table 10 above shows that cost of land has a major effect on housing affordability in the study area, with (38) respondents representing 49.35% strongly agreeing. In comparison (28) respondents representing 36.36%, agree and only (3) respondents representing 3.90%, strongly disagree, with (6) respondents representing 7.80% disagree. Milala et al. (2021) explore in his study that there is a high cost of land throughout the nation as the speculation in the land increase, many people buy the land for it to appreciate in a feature their high profit is expected upon each sale with that land become accrued to high cost.

**Table 11. The interest rate on the mortgage**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	22	28.57
2	Disagree	18	23.38
3	Neutral	8	10.39
4	Agree	15	19.48
5	Strongly Agree	14	18.18
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Table 11 above shows that (22) respondents representing 28.57%, strongly disagree with the statement that interest rates on mortgages affect housing affordability in the study area, with (18) respondents representing 23.38%, disagreeing. In comparison (15) respondents representing 19.48% agree with the statement, and (14) representing 18.18% of the respondents, strongly agree. The data shows that the interest rate on mortgages does not affect housing affordability as much. In the study of Gambo (2019) the high mortgage interest rate has been a factor where land and landed property transaction is becoming higher in this situation. Property development is one of the top subjects of finance in the report of Nigerian housing financing institutions.

**Table 12. Construction Cost**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	4	5.19
3	Neutral	10	12.99
4	Agree	25	32.47
5	Strongly Agree	38	49.35
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Research data in table 12 shows that (38) respondents representing 49.35%, strongly agree that construction cost affects housing affordability in the study area, while (25) respondents representing 32.47%, agree, with only 4 respondents representing 5.19%, disagreeing. The data shows that construction cost has a major effect on housing affordability in the study area. The previous study Gambo et al. (2021) illustrated that apart from the cost of the land, the cost of construction is one of the persisting problems in construction because the financing institution does funding in phases.

**Table 13. Residential Property Price**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	3	3.90
3	Neutral	6	7.79
4	Agree	32	41.56
5	Strongly Agree	36	46.75
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Table 13 above indicates that (36) respondents representing 46.75%, strongly agree with the statement, (32), representing 41.56% agree, and only (3) respondents representing 3.90%, disagree with the statement that residential property price influences housing affordability in the study area. The data presented strongly suggest that residential property price affects housing affordability in the study area. Due to the increasing residential housing price in Abuja, the capital of Nigeria, this becomes a problem in increasing the lack of available, affordable housing in the area (Daniel et al. 2018).

**Table 14. Household income**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	2	2.60
3	Neutral	1	1.30
4	Agree	31	40.26
5	Strongly Agree	43	55.84
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

The data in table 14 above shows that Household income has a major effect on housing affordability in the study area, with (43) respondents representing 55.84% strongly agreeing. In comparison (31) respondents representing 40.26%, agree and only (2) respondents representing 2.60%, disagree. The level of the household income affects the availability of housing affordability, the income of the house should determine his purchasing power; therefore, most of the household's income is below the prices of residential property all over Nigeria, not only in Abuja, the capital state (Dabara, 2021).

**Table 15. Demand and Supply**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	13	16.88
2	Disagree	8	10.39
3	Neutral	4	5.19
4	Agree	25	32.47
5	Strongly Agree	27	35.06
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

An analysis of table 15 above shows that a good proportion of the respondents, i.e. (27) representing 35.06%, strongly agree, (25) representing 32.47% agree, while (8) respondents representing 10.39% disagree and (13) respondents representing 16.88% strongly disagree. The data shows that demand and supply affect housing affordability in the study area. The previous study by Ebekozi et al. (2022) shows that affordability in housing was largely affected by the demand and level of supply in the market.

**Table 16. Perception of buyer**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	5	6.49
2	Disagree	10	12.99
3	Neutral	25	32.47
4	Agree	15	19.48
5	Strongly Agree	22	28.57
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

Table 16 above shows that the majority of respondents in the study region were found to have a neutral opinion of the proposition that buyer perception affects home affordability there, according to the research. This is because the neutral option has the majority in the table. The previous study by Soon & Tan (2019) has made more emphasis on the buyer's perception and preference which it is in agreement with the finding of this study.

**Table 17. Lack of Price Control**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	18	23.38
2	Disagree	22	28.57
3	Neutral	8	10.39
4	Agree	15	19.48
5	Strongly Agree	14	18.18
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

An analysis of table 17 above indicates that (18) respondents representing 23.38%, strongly disagree and (22) respondents representing 28.57%, disagree that lack of price control affects housing affordability. In comparison, (15) respondents representing 19.48%, agree and (14) respondents representing 18.18%, strongly agree, respectively. The result shows that lack of price control does not affect housing affordability. This finding is consistent with the finding of the previous study by Tukur et al. (2019) where the economic recession and level of corruption affected price control.

**Table 18. Household Expenditure**

S/N	Options	Frequency	Percentage (%)
1	Strongly Disagree	2	2.60
2	Disagree	1	1.30
3	Neutral	4	5.19
4	Agree	28	36.36
5	Strongly Agree	42	54.54
	<b>Total</b>	<b>77</b>	<b>100</b>

Source: Field Survey, 2022

One of the key elements determining home affordability, as shown by the data from table 18 above, is household expenditure. This is because just two respondents, or 2.60 percent, strongly disagree, compared to the majority, which is made up of forty-two respondents, or 54.54 percent, strongly agree, and twenty-eight respondents, respectively. The study by Dabara (2021) found similar facts that economic hardship coupled with the economic recession leads to rising household expenditure and the sum to cure the cost is going down.

## CONCLUSION

This study aimed to explore the factors affecting property development and housing affordability in Abuja. Employing quantitative research design in achieving this study, from the data collected from the real estate developers, it was evidenced in their opinion that factors affecting residential property development revealed as follows; access to land, funding, cost of building materials, corruption, government policy, high cost of capital, high cost of labor, knowledge of property development and consumer low purchasing power. Additionally, the cost of land, the interest rate of the mortgage, construction cost, demography of residential property price, household income, demand and supply, perception of buyer's lack of price control, and household expenditure. The s above explored factors are mostly beyond the control of landowners. Still, it can be controlled by the government by strengthening the citizens' housing welfare.

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## Project Technological Capacity and Project Outcomes: The Moderating Role of Team Creativity

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**Abstract**— The creativity models and approaches promote high-quality creativity and innovation to improve organizational performance. Extensive studies exist in the literature on creativity and innovation. However, relatively fewer studies have explored how team creativity affects project performance. Therefore, the present study tries to reveal how team creativity impacts project outcomes by using the Bootstrap-Based Method and Process. The results reveal that the relationship between project technological capacity and project performance is significantly stronger when team creativity is higher. Hence, the findings show that team creativity enhances the potential project performance. Moreover, the findings also reveal that team creativity negatively moderates the relationship between project technological capacity and project performance. This suggests that the positive relationship between project technological capacity and performance becomes stronger when team creativity weakens. A possible explanation of this negative moderation is that project technological capacity and team creativity do not have a linear relationship; rather, it is curvilinear. Future research should clarify this negative moderating influence on team creativity.

**Keywords:** Project Management, Project Performance, Creativity, Project Technological Capacity.

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## **I. INTRODUCTION**

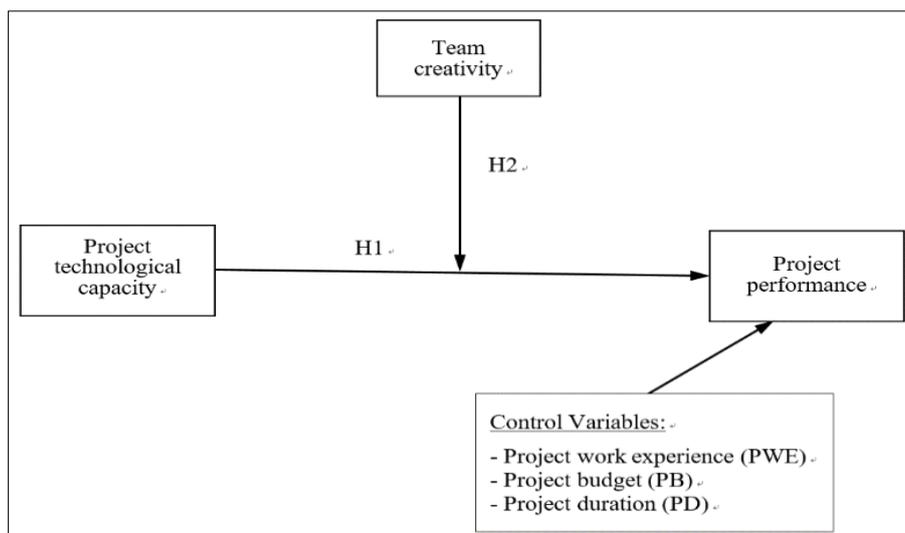
Chen (2021) and Omri (2015) research has documented how important creativity is to any organizational performance. For example, Yuan and Woodman (2010) examined 216 managers and employees in four large companies using Structural Equation Modeling (SEM) and concluded that expected image risks, expected image gains and expected positive performance outcomes significantly affect employee creative behavior further influences business performance. Hence, employees' behavior for the business performance is very important. Particularly, the reputation and well performance of the business is the key reasons behind the employee's creativity. However, Stenholm (2011) also assesses 232 small and medium companies using a longitudinal experiment based on hierarchical linear regression analysis and it is concluded that employee creative behavior significantly influences company growth and performance. Furthermore, Romero and Martínez-Román (2012) analyzed 747 self-employed workers using logistic regression analysis. They found that education is the main factor whose effect on creative behavior comes from its impact on self-employed motivation and management style, which influences organizational performance and growth.

However, despite the abundance of studies acknowledging the importance of creativity to organizational performance, relatively few studies have explored how team creativity influences project outcomes. This shows that a lack of research on the relationship between project team creativity, project technological capacity and project performance has been done in the existing literature. Therefore, the objective of this study is to investigate how team creativity impacts project outcomes using the Bootstrap-Sampling Method and Process (Hayes, 2012; Preacher & Hayes, 2008).

## **II. RESEARCH HYPOTHESES**

We propose a moderated model shown in figure 1 to explore how team creativity affects the relationships between project technological capacity and project outcomes. The central idea of this model is that project team creativity increases project technological capacity, which further improves the level of project performance. In other words, we argue that project technological capacity has a stronger positive impact on project performance when team creativity is stronger. Moreover, the importance of creativity for organizational competitiveness and efficiency is widely recognized, and creative behavior has become an important corporate asset in business environments characterized by ever-increasing competition (Chen, 2021; Ng & Lucianetti, 2016). For example, Romero and Martínez-Román (2012) state the important effects of employee creative behavior in the early stages of small business conception and development on their following economic outcomes. They showed that employee education and training are key determinants of creativity. In addition, Madrid et al. (2014) state that creative behavior often enables businesses to function more efficiently. They further provided

a multilevel and interactional creativity model that explains employee creative behavior.



**Fig. 1 Moderating effects of team creativity on project technological capacity toward project performance.**

Likewise, Ng and Lucianetti (2016) used a sample of 267 employees from 60 companies to develop a moderated mediation model to explain what motivates employees to improve organizational performance via creative behavior. In other words, individual creativity involves idea dissemination and execution that motivate and inspire team members to work creatively over time (Gong et al., 2009). In teams, creative behavior brings and employs new knowledge and technologies that are likely to enhance technological capacity over time, further advancing firm performance (Yuan & Woodman, 2010). Therefore, we hypothesize:

**Hypothesis 1:** Project technological capacity positively influences project performance.

Similarly, we expect that project technological capacity affects project performance to some degree that is contingent on team creativity. Specifically, the connection between project technological capacity and project performance becomes stronger when team creativity improves. We hence hypothesize:

**Hypothesis 2:** Team creativity moderates the connection between project technological capacity and project performance.

### III. RESEARCH METHODOLOGY

#### *Participants*

To explore the hypotheses, we employ a survey research design. The survey instrument is based on a systematic review of literature in the project-management field. The final version of the survey

questionnaire comprises two sections. The first section, composed of open-ended questions, gathers detailed background information such as annual revenue, project type, and project cost. The second section gathers data for the project-management variables and measures that data. Section two consists of multiple-choice questions in which respondents indicate on a 5-point scale the extent to which certain project-management performance variables likely affect project outcomes. A sample of randomly selected 700 company members from the CNAGC was invited to participate, and 108 companies participated in this research, with a 15.43 percent response rate and each of the 108 companies assigned a project manager who had just completed the process of the initiation and planning of a capital project, where the project had to be scheduled to be finished within the next two years. The 108 capital projects were classified into four types: 20 are industrial facility projects, 17 are environmental facility projects, 16 are transportation facility projects, and 55 are building projects. Years of experience as a project manager of the 108 participants are between 1 and 30 years: 20 participants less than three years; 29 participants between 3 and 5 years; 32 participants between 5 and 10; 13 participants between 10 and 15 years; six between 15 and 20 years; five between 20 and 25 years; and three participants between 25 and 30 years.

### ***Measures and Analysis***

Project performance is measured according to the six-item scales of Chen (2014, 2015, Chen & Lin (2018). The Cronbach's  $\alpha$  for project performance is 0.92. Project technological capacity is measured according to a nine-item scale of Chen (2014) and Prajogo & Ahmed (2006). The Cronbach's  $\alpha$  for project technological capacity it is 0.96. Team creativity is measured according to Janssen (2001) three-item scales (Cronbach's  $\alpha = 0.86$ ). This study controls the potential impact of project budget (henceforth PB), project duration (henceforth PD), and the project work experience (henceforth PWE) of a project manager as these variables may affect project performance. The methodology to examine the hypotheses is straightforward. Specifically, this study employs the hypothesis testing procedure in Tangirala et al. (2007) as well as the Bootstrap-Sampling Method and Process to examine the hypothesized model (Hayes, 2012; Preacher & Hayes, 2008).

## **IV. RESULTS AND DISCUSSION**

Hypothesis testing follows the procedure in (Tangirala et al. 2007). We first regress the dependent variable (i.e., project performance) on the independent variable (i.e., project technological capacity) with control variables (i.e., (PB, PD, and PWE) in the equations. Significance for an independent variable in such a regression equation suggests support for the hypothesis (i.e., hypothesis 1). Second, we introduce team creativity as a moderator of the relationships between project technological capacity and project performance. Significance for the interaction term involves team

creativity using the Bootstrap-Sampling Method and Process (Hayes, 2012; Preacher & Hayes, 2008), which suggests support for the cross-level prediction (i.e., hypothesis 2). Table 1 reports the bootstrap-based hierarchical linear regression results with 1,000 bootstrap samples for hypothesis 1 analysis. Table 2 exhibits the results of moderation (i.e., team creativity) analysis using the Bootstrap-Sampling Method and Process (Hayes, 2012; Preacher & Hayes, 2008) with 1,000 bootstrap samples. Table 1 shows the regression coefficient for project technological capacity (0.688) that is significant at the  $P < 0.001$  level. The bootstrapping test produces the bias-corrected 95% CI of 0.622 to 0.754, which excludes zero. This further confirms the significance of project technological capacity to project performance. The result supports Hypothesis 1 that project technological performance positively influences project performance (Hypothesis 1). As shown in table 2, the regression coefficient for the interaction term Team creativity x Project technological capacity -0.073 at the  $P < 0.05$  level. The bootstrapping test generates the bias-corrected 95% CIs of -0.134 and -0.011 that exclude zero, confirming the significance of the interaction term. The result suggests that team creativity moderates the relationship between project technological capacity and project performance (hypothesis 2).

**Table 1: Bootstrap-based hierarchical regression results for hypothesis 1**

Variables and Sources	Products of		Bias-Corrected 95%	
	Estimate	SE	Lower	Upper
Intercept	1.449	0.149***	1.158	1.742
Control variable				
PWE	0.003	0.006	-0.008	0.015
PB	-0.001	<0.001	<0.001	<0.001
PD	0.000	<0.001	-0.001	<0.001
Independent variable				
Project technical capacity	0.688	0.035***	0.622	0.754
Adjusted R-squared	0.605			

Note: 10,000 bootstrap samples. \*\*\* $P < 0.001$ , \*\* $P < 0.05$ , and \* $P < 0.10$ .

**Table 2: Bootstrap-based method for testing the moderating effect of team creativity on project technical capacity and project performance**

Variables and sources	Products of coefficients		Bias-corrected 95% CI	
	Estimate	SE	Lower	Upper
Intercept	0.614	0.244**	0.133	1.096
Control variables				
PWE	0.002	0.005	-0.001	0.012
PB	-0.001	0.001	-0.001	0.002
PD	-0.001	0.001	-0.001	0.002
Independent variables				
Team creativity	0.622	0.101***	0.423	0.821
Project technical capacity	0.589	0.101***	0.389	0.788
Moderating effects (hypothesis 4b)				
Team creativity x Project technical capacity	-0.073	0.031*	-0.134	-0.011
R-square	0.710			
Improved R-square due to interaction (%)	0.008			
F-value	85.399***			

Note: 1,000 bootstrap samples. SE = standard error, t = student t-statistic, CI = confidence interval, \*\*\*P < 0.001, \*\*P < 0.01, and \*P < 0.05.

Previous studies focus on how employee creativity influences organizational performance (Newman et al., 2018; Stenholm, 2011). Relatively fewer studies have investigated how team creativity influences project performance. Hence, it is concluded that there are a small number of studies in the literature that have explored the relationship between project team creativity, project technological capacity and project performance. Thus, the present study examines the theory that team creativity facilitates high-quality project technological capacity, which in turn enhances project performance. The research results demonstrate that team creativity moderates the relationship between project technological capacity and project performance. In particular, the moderating role of team creativity in Table 2 reveals interesting nuances in the relationships. The interaction term Team creativity x Project technological capacity is negative, suggesting that team creativity negatively moderates the relationship between project technological capacity and project performance. In other words, the positive relationship between project technological capacity and project performance turns stronger when team creativity weakens. One possible explanation is that project technological capacity and team creativity do not have a linear relationship; rather, it is curvilinear such as an inverted u-shaped relationship (Chen, 2021).

## CONCLUSION

Extensive studies on creativity are added to the literature, which develops creativity models and defines approaches that promote high-quality creativity and innovation that's further improving organizational performance. However, little research explores how team creativity affects project performance. Therefore, this research study uses the Bootstrap-Based Method and Process to explain how team creativity impacts project outcomes. The results revealed that the relationship between project technological capacity and project performance is significantly stronger when team creativity is higher. Hence, the findings show that team creativity enhances the potential project performance.

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## Risk Management Practices and Enterprise Resilience - The Mediating Role of Alliance Management Capabilities

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**Abstract**— Enterprises face several obstacles in an interconnected world with dynamic and uncertain business climates. Volatility has become one of the greatest threats to the resiliency of companies but might also offer an opportunity. They must exert effort to be resilient by implementing proactive risk management. This study investigates the influence of Risk Management Practices (RMP) on Enterprise Resilience (ER) across state-owned companies (SOEs) in Indonesia, as well as the moderating role of alliance management capabilities (AMCs) on the relationship between RMP and ER. The Indonesian SOEs would be the units of analysis of the study due to their importance to the Indonesian economy and the scarcity of research on resilience and risk management in SOEs in emerging economies. The research utilized online surveys of SOE board members. Three hundred twenty-two valid responses are analyzed using PLS-SEM. The study indicated that RMP has a significant effect on ER. Leadership Capabilities (LC) mediates the link between RMP and ER. This research contributes to limited literature that integrates AMCs, RMPs, and ER through the perspective of dynamic capability theory and is done using a unique sample of SOEs from emerging countries. The results offer policymakers and SOE management recommendations for enhancing SOEs' sustainability.

**Keywords:** Alliance Management Capabilities, Enterprise Resilience, Indonesia, Risk Management Practices, State-Owned Enterprises

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## I. INTRODUCTION

Theoretical and empirical studies indicate that enterprise resilience describes why organizations successfully overcome challenges (Chen, Xie, & Liu, 2021). There is ample proof that resilient businesses can adapt to business transitions and will be more able to stay relevant and suitable for changes in the market (Hamel & Välikangas, 2003; Vogus & Sutcliffe, 2007). Some studies have even linked resilience to the sustainability of an organization (Sawalha, 2015). Somers (2009), for instance, defined organizational resilience as an enterprise's capacity to adopt proactive actions in response to a disaster. Thus, enterprise resilience research is essential for establishing new theoretical views and aiding firms, including SOEs, to withstand calamities and hardships.

Organizations and academics devote efforts to finding solutions to ensure long-term operations and performances in a changing environment (Sin & Ng, 2013). Businesses must compete in the marketplace to survive and thrive. Unfortunately, most firms lack crisis response plans when facing various crises. Enterprise risk management could help prevent disasters and improve a business's resilience (Hudakova & Lahuta, 2020). Enterprises recognize that strategies to be long-term viable and resilient are crucial. It is done by preparing firms to deal with internal or external issues, identify opportunities, and examine internal and external risks and dangers that could damage their future. Scholars and professionals emphasize the necessity for firms to manage risk and disruption in today's unpredictable and uncertain climate (Ivanov, Tsipoulanidis, & Schönberger, 2019; Shekarian & Mellat Parast, 2020; Parast & Shekarian, 2019).

Businesses must respond quickly and adequately to minimize damage. All strategies should consider the risk (Wildgoose, Brennan, & Thompson, 2012). The necessity of enterprise-wide risk management has led to a comprehensive and integrated strategy, including strategic business, financial, and commercial risks and operational and technology risks (Hopkins, 2017). Enterprise Risk Management (ERM) is a set of standards and guidance or a group of innovative features relevant to a specific domain (Bogodistov & Wohlgemuth, 2017). The limitless risks an enterprise has to cope with and its inability to forecast threats are also problems. Therefore, a company must have risk management capabilities in a complex and dynamic business environment. Risk management has a dynamic capabilities notion (Bogodistov & Wohlgemuth, 2017).

In a close-knit business setting, handling and interacting with business partners is vital (Kohtamäki, Rabetino, & Möller, 2018). Alliance management influences a company's capacity to produce and capture value through others, invent, and serve buyers and sellers (Sluyts, Matthyssens, Martens, & Streukens, 2011). Alliance is a relationship between two entities or corporations that involves exchanging, sharing, or co-creating abilities and capacities to achieve collective advantages (Kale & Singh, 2009). Since few corporations have all of the resources to compete successfully, they

require collaborating partners (Ireland, Hitt, & Vaidyanath, 2002). Alliance capabilities allow firms, including SOEs, to develop, transmit, and utilize alliance knowledge (Abdullah & Said, 2015).

Studies on the vulnerabilities and resilience of enterprises in growing economies in the face of change are scarce (Ishak & Williams, 2018; Menéndez Blanco & Montes-Botella, 2017; Parker & Ameen, 2017), especially those based on the dynamic capability theory (Ishak & Williams, 2018; Nachbagauer & Schirl-Boeck, 2019; Slagmulder & Devoldere, 2018). Most study results analyzing the effects of dynamic capability, risk management, or enterprise resilience focused on publicly traded companies due to the limited availability of data (Bromiley, McShane, Nair, & Rustambekov, 2015). They are concentrated on theoretical studies and focused on large firms in developed markets (Bracci & Tallaki, 2021; Van der Vegt, Essens, Wahlström, & George, 2015). There is also currently a paucity of modern academic literature on the SOEs (Bruton, Peng, Ahlstrom, Stan, & Xu, 2015; Oeij, Dhondt, Gaspersz, & Van Vuuren, 2017). Given the importance of state-owned enterprises to economic growth in developed and developing countries, research on resilience and risk management in SOEs is crucial (Hu & Wu, 2016). Thus, this study aims to elaborate on the effect of risk management practices on enterprise resilience and the mediating role of alliance management capabilities in the relationship between risk management practices and enterprise resilience. The hypotheses were proposed to answer research questions: 1) Do RMPs influence ER; 2) Do AMCs influence ER ; 3) Do RMPs influence AMCs, and 4) Do AMCs mediate the relationship between RMPs and ER?

## **II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

RMPs are the ability to continuously avoid, handle, transfer, or embrace hazards during dynamic changes. RMPs help a firm create value by lowering possible risks (Bogodistov & Wohlgemuth, 2017). Resilient firms should serve their clients despite risks. Ready, adaptability, and robustness are achieved by adjusting performance reactively, contemporaneously, and proactively (Hollnagel, Paries, Woods, & Wreathall, 2010). Resilience is the ability to handle unforeseen threats (Wildavsky, 1988). Several experts have proposed that an organization should proactively plan for unforeseen, dire circumstances to survive, be resilient, and thrive (Albers, Wohlgezogen, & Zajac, 2013; Chakravarthy, 1982). Risk management must be synchronized with a company's dynamic capability. Dynamic capabilities could improve risk management by preventing incidents and building organizational resilience (Bromiley & Rau, 2016).

### ***Risk Management Practices and Enterprise Resilience***

Dynamic capability comprises the ability to seize an opportunity and adjust the firm's resource base (Teece, Pisano, & Shuen, 1997). Dynamic capabilities go beyond risk prediction by enabling the company to be dynamic. Risk management and coordination practices have boosted resilience (Leat & Revoredo-Giha, 2013). Resilience is a system's ability to regain its original structure or adapt to a more

desired state after a disturbance(Christopher & Peck, 2004). The definition implies adaptability and flexibility. Resilience is a risk management process that identifies, evaluates, implements, and reviews risk controls (Manuele, 2005).

Saeidi et al. (2019, 2020) have studied risk management practices on Iranian financial and non-financial firm performance. They found that risk management practices improve organizational performance. COSO (COSO, 2020) describes ERM as the culture, capabilities, and practices organizations use to manage risk in creating, conserving, and realizing value. ERM emphasizes creating, preserving, and realizing value. It helps companies confidently pursue new value-creation opportunities (COSO, 2020). Risk management improves decision-making by anticipating what could happen how and how it could affect the overall goal (Buganova & Simickova, 2020). The resilience team identifies, assesses, and reduces risks, which could boost risk management and enterprise resilience. Having a risk management system in place helps a business's owners. It improves strategic management, stability, and market response time while reducing errors and fraud (Buganova & Simickova, 2020; Shekarian & Mellat Parast, 2020).

**Hypothesis 1 (H1):** Risk Management Practices have a significant influence on Enterprise Resilience

### *Alliance Management Capabilities and Enterprise Resilience*

In today's demanding and changing business environment, a company's ability to sustain itself is crucial (Duong, 2020). It is essential to cultivate dynamic critical capacities (Teece, 2007). Alliance management capabilities may be selected as the capabilities that should be developed to improve performance results (Kohtamäki et al.2018). Alliance capabilities are crucial for enhancing the adaptability and resiliency of businesses in unstable business environments (Camarinha-matos, 2015; Ramezani & Camarinha-Matos, 2020). Most alliance achievements derive from a company's capabilities to effectively execute its partnership, also known as its alliance management capability (Sluyts et al., 2011).

Strategic alliances are a substantial source of assets, expertise, and competitiveness (Gulati, 1999; Ireland et al., 2002). Alliance capabilities are considered a crucial process that enables businesses to remain agile and resilient in volatile business contexts (Camarinha-matos, 2015; Ramezani & Camarinha-Matos, 2020). According to Kurtz & Varvakis (2016), resilient companies will always find a way to capitalize on opportunities and make the most of advantageous conditions. Alliance is a possible method of operation. This assertion is corroborated by Inigo, Ritala, & Albareda (2020), who discovered a good correlation between alliance proactiveness and sustainability. They identified a positive relationship between Alliance proactiveness and sustainability. The previous studies demonstrate that partnerships and cooperation actions impact resiliency (Medel, Kousar, & Masood,

2020; Scholten & Schilder, 2015). Businesses should have sufficient resources to support the formation of resilience capabilities, such as solid alliances (Gittell, Cameron, Lim, & Rivas, 2006; Välikangas & Romme, 2012). In conclusion, alliance management capabilities allow firms to attain more sustained competitiveness, which may lead to resilience.

**Hypothesis 2 (H2):** Alliance Management Capabilities have a significant influence on Enterprise Resilience

### ***Risk Management Practices and Alliance Management Capabilities***

Alliance management capabilities are defined as the ability and capability of a company to efficiently arrange its alliance portfolio (Rothaermel & Deeds, 2006). Heimeriks & Duysters (2007) describe alliance management capabilities as the competence of an organization to acquire, share, distribute, and utilize alliance management knowledge. Bodnaruk, Manconi, & Massa (2016) discovered that when the risk of a partnership is high, corporations choose to employ alliances rather than M&A. When the risk is low, they use M&A. Nwogugu (2015) found that organizations with ineffective risk management have poor alliance outcomes. Before entering a partnership, an inventory of the risks unique to an alliance should be anticipated and the types of risks typically evaluated by the management (Anderson, Christ, Dekker, & Sedatole, 2013).

The number of trained employees, logistical costs, information sharing, partner trust, and IT support for operations all contribute to the continuity of the partnership (Rambo, 2012). Alliances are a high-risk tactic. Therefore, to avoid failure, all stakeholders must understand potential risks and reduce them from the outset. Alliance management is a challenging technique containing numerous hazards, such as relational and performance risks (Das & Teng, 2000).

**Hypothesis 3 (H3):** Alliance Management Capabilities have a significant influence on Risk Management Practices

### ***Risk Management Practices, Alliance Management Capabilities, and Enterprise Resilience***

In today's volatile world, it has become complex and risky for businesses to sustain competitiveness with only one alternative. According to Jain, Kashiramka, & Jain (2019), business flexibility is the strategic ability to access numerous alternatives or optional mechanisms in the context of freedom of choice on various processes. That is among the reason for making alliances. Mechler et al. (2018) studied the role of partnership and alliances among stakeholders in implementing risk management in the context of natural catastrophes in Peru and Nepal that can assist the community's resilience. Research has indicated that built on trust and dependable interconnected alliances can function as an effective system for mitigating partnership risks that will then support teamwork, promote communication and knowledge transfer, and produce positive outcomes among alliance partners (Zhou & Xu, 2012; Lavie, Haunschild, & Khanna, 2012).

**Hypothesis 4 (H4):** Alliance Management Capabilities mediate the relationship between Risk Management Practices and Enterprise Resilience

### III. RESEARCH METHODOLOGY

This section of the research presents the methodology, instrument, data collection instrument, and sampling procedures used to examine the relationship between Risk Management Practices and Enterprise resilience. This study employs Alliance Management Capabilities as a mediating role in the context of State-owned Enterprises in Indonesia.

A survey method using a questionnaire is used as a strategy to collect data with a cross-sectional time horizon. The research tool consisted of four sections: Section 1, demographics; this section captures the profiles of responders. Section 2, Risk Management Practices (RMP). Section 3, Enterprise Resilience (ER). Section 4, Alliance Management Capabilities (AMC). The closed-ended questionnaire is intended to assure participants' objectivity. The questionnaire consists of a seven-point Likert scale ranging from very strongly disagree to very strongly agree, with values ranging from 1 to 7. The instrument was adapted from prior research. The questionnaire was contextually modified based on the interaction with experts and the pilot study results.

This research focuses on SOEs in Indonesia since SOEs play a significant role in Indonesia's economy. Due to limits imposed by the Covid 19 epidemic and the difficulty in obtaining time from the Board of Directors and top management of SOEs to respond directly, online surveys were utilized. Google Forms, email, and WhatsApp were used to distribute questionnaires to all of Indonesia's SOEs and their subsidiaries. We also employ a snowball strategy through WhatsApp to collect sufficient samples. As of June 2020, 114 SOEs are listed on the official website of the Indonesia Ministry of SOE (Kementerian Badan Usaha Milik Negara ([bumn.go.id](http://bumn.go.id))); and 530 subsidiaries which the list is taken from the annual report of each SOE or each SOE official website. The chosen respondents are members of the Board of Directors (all functions of directors, with the name and position, might be different for each company. For example, they are Chief Operating Officer, Chief Financial Officer, Chief Operating Officer, Chief Risk Officer, Chief Human Capital Officer, Chief Legal Officer, and others) or the member of Senior Manager (a direct subsidiary of the Board of Directors, for example, finance manager, corporate secretary, head of internal audit division, head of risk division, head of investor relation division).

Questionnaires are sent (via official email of the company, corporate secretaries, WhatsApp of Boards of Directors that are known by authors and then snowballing effect) to 644 companies to be filled in by informants. There could be more than one person from each company to fill out the questionnaire to address the bias problem and ensure the adequacy of responses. There were 388 responses received, with 333 valid responses. The total number of companies that responded to the

inquiry was 237 out of 644, or 36.8%. This response rate is still in the range of sufficient response (Baruch & Holtom, 2008). They assessed 1607 survey research published between 2000 and 2005 in 17 peer-reviewed scientific publications, which included 490 unique surveys. The average response rate for research gathered data from organizations was 35.7 percent, with an 18.8 standard deviation. Response rates have been relatively stable over the last decade, according to a study by Baruch (1999). The problem with an online survey is the low response rate. Thus, the authors must make several attempts, by email or WhatsApp, to remind the respondents to fill in and send the responses.

#### IV. FINDINGS AND ANALYSIS

##### *Demographics*

The descriptive statistics of the participants who contributed to the study are shown in Table 1. Male participants contributed more than female participants. More than 85 percent of participants were male, whereas only 15 percent were female. In addition, it is crucial to know the respondents' ages. Nearly 49 percent of respondents are older than 50. With 37.2%, the age group between 41 and 50 had the highest participation rate. The BOD made the most significant contribution to the study with a 66.7 % participation rate. In addition, 77.5 percent of enterprises are older than ten years. The size of the enterprise with average revenue in the last three years (in Billion IDR) less than IDR1,000B is 48.1 percent, IDR1000-10,000 is 35.4 percent, and more than IDR10,000 is 16.5 percent.

**Table 1. Demographics**

PROFILE	ITEM	FREQUENCY (N:333)	%
Enterprise Age	Less than ten years	75	22.5
	10 - 50 years	168	50.5
	More than 50 years	90	27.0
Average revenue in the last three years (in Billion IDR)	Less than 1,000	160	48.1
	1,000– 10,000	118	35.4
	More than 10,000	55	16.5
Respondent Gender	Male	284	85.3
	Female	49	14.7
Respondent Age	Below 30 years	4	1.2
	30 – 40 years	42	12.6
	41 – 50 years	124	37.2
	Above 50 years	163	48.9
Respondent Position	CEO	101	30.3
	Finance & Risk Director	63	18.9
	Others Director	58	17.4
	Senior Manager	111	33.3

##### *PLS-SEM Measurement*

Examining measurement models is the initial step in evaluating PLS-SEM results. If the measurement models satisfy all the necessary criteria, then researchers must assess the structural model

(Hair Jr, Hult, Ringle, & Sarstedt, 2017).

All indicator loadings above 0.70 in a reflective measurement model evaluation indicate that the construct explains more than fifty percent of the indicator's variance, thereby providing acceptable item reliability. Table 2 shows the assessment of the measurement model. The reliability and validity values are satisfactory.

**Table 2. Measurement Model Assessment**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
AMC	0.936	0.947	0.666
ER	0.940	0.948	0.567
RMP	0.942	0.950	0.634

Another step is to assess discriminant validity, the extent to which a construct is empirically distinct from other constructs in the structural model. The HTMT value is below the threshold of 0.90 (Henseler, Ringle, & Sarstedt, 2015). Collinearity must be examined before assessing structural relationships to ensure that it does not bias the regression results. The VIF values are below 3; there is no collinearity issue.

Table 3 exhibits the result of the structural model assessment. The  $R^2$  measures the variance, which is explained in each endogenous construct. Therefore a measure of the model's explanatory power (Shmueli & Koppius, 2011) and also referred to as an in-sample predictive power (Rigdon, 2012).  $R^2$  of AMC and ER is considered moderate. Meanwhile, the effect size ( $f^2$ ) value depicts a moderate to large (Cohen, 1988). Another way to assess the predictive accuracy of the PLS path model is to calculate the value of  $Q^2$ . The results illustrate the moderate predictive relevance of the PLS pathway model (8).

**Table 3. Structural Model Assessment**

	<b><math>R^2</math></b>	<b><math>f^2</math></b>	<b><math>Q^2</math></b>
AMC	0.523		0.345
ER	0.695		0.385
RMP → ER		0.099	
RMP → AMC		1.095	
AMC → ER		0.627	

A bootstrapping option has been used to determine the path coefficient's statistical significance and calculate the t-values in this study. All calculated values are shown in table 3. All four hypotheses are accepted, as shown in Table 4.

**Table 4. Hypothesis Testing**

<b>Hypothesis</b>	<b><math>\beta</math></b>	<b>SD</b>	<b>t-value</b>	<b>p-value</b>	<b>Decision</b>
H1: RMP-ER	0.254	0.068	9.773	0.000	Supported
H2: RMP-AMC	0.723	0.032	22.569	0.000	Supported
H3: AMC-ER	0.634	0.058	11.030	0.000	Supported
H4: RMP-AMC-ER	0.175	0.058	4.398	0.000	Supported

Significant p-value < 0.05

## V. DISCUSSION

This study's first hypothesis (H1) indicated that RMPs directly and significantly impact enterprise resilience. The outcome is consistent with prior research (Buganova & Simickova, 2020; Christopher & Peck, 2004; Leat & Revoredo-Giha, 2013; Saeidi et al., 2020, 2019; Shekarian & Mellat Parast, 2020). This result strengthens that the approach of a proactive strategy to prepare for the uncertain future will benefit the enterprises. With sound risk management practices, SOEs foresee the possible unknown adversities and be prepared that the adversities will not have a bad impact on the enterprise's operations and bottom line. This result supports the proposition that sound practice of risk management could create and enhance enterprise resilience.

The second hypothesis (H2) proposed that AMCs positively affect enterprise resilience. This result is in line with previous research (Camarinha-matos, 2015; Inigo et al., 2020; Kohtamäki et al., 2018; Medel et al., 2020; Ramezani & Camarinha-Matos, 2020). The findings confirm alliance management capabilities' positive and statistically significant effect on enterprise resilience. This result suggests that Indonesian state-owned enterprises (SOEs) and their subsidiaries could develop alliance management capabilities to leverage the alliance to enhance their resilience and resolve resource constraints. The result suggests that alliance management capabilities allow firms to attain more sustained competitiveness, which may lead to resilience. The result is promising for enterprises with insufficient resources to grow sustainably, create capabilities relating to alliance management, and engage in a sound alliance contract.

The third hypothesis (H3) proposed that RMPs directly and significantly influence AMCs. This result supports previous studies (Bodnaruk et al., 2016; Nwogugu, 2015). With strong RMPs, enterprises have a solid basis for developing new alliances and maintaining relationships with all partners to create and enhance resilience. The fourth hypothesis (H4) proposed that AMCs mediate the relationship between RMPs and Enterprise Resilience. This result is in line with previous studies (Jain et al., 2019; Lavie et al., 2012; Mechler et al., 2018; Zhou & Xu, 2012). The findings suggest that having proactive and robust RMPs, supported by solid AMCs, would help enterprises to develop and enhance their resilience and sustainability.

## CONCLUSION

This study aimed to investigate the connection between RMPs and enterprise resilience. Consequently, RMPs are one of the required and fundamental practices to create and improve enterprise resilience. In addition, the study demonstrated that AMCs serve as mediators between IT Capabilities and Enterprise Resilience. For future research, other dynamic capabilities (for example, leadership capabilities and information technology capabilities) could be suggested. In addition, the study examines enterprise resilience from a new angle, focusing on dynamic capabilities in hybrid organizations, which are SOEs in emerging markets. This study helps policymakers understand the relationship between RMPs, AMCs and enterprise resilience for strategy development. AMCs could be implemented and developed further to complement the resources necessities and solve the problem of resource limitation to grow and be resilient. Future studies could compare the dynamic capabilities that create or improve enterprise resilience in private companies or SOEs in Indonesia or other countries. This study used perceptual data, which may have introduced bias. Future researchers can therefore utilize or complement alternative research methods, such as data from the published report, FGD with other stakeholders, used multiple informants, and longitudinal data. Moreover, the study centered on Indonesian SOEs. Given these variations between the public and private sectors, the results and conclusions of the research should be evaluated cautiously. However, this limitation could offer an avenue for comparative study. Hence, we suggest that future studies cover different countries and types of business ownership.

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