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Social Marketing and Perceived Organizational Sustainability in Iraqi FMCG

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Abstract

General Background: Organizations are increasingly adopting sustainable business models to ensure long-term viability. **Specific Background:** Firms in the Iraqi Fast-Moving Consumer Goods (FMCG) sector face pressure to align corporate goals with social good through responsible communication. **Knowledge Gap:** Limited empirical data exists on how social marketing yields sustainable outcomes in emerging economies like Iraq. **Aims:** This study evaluates the relationship between social marketing practices and perceived organizational sustainability in the Iraqi FMCG industry. **Results:** Analysis of 384 consumers reveals a strong positive correlation, where ethical communication and social responsibility campaigns are the primary predictors of sustainability perceptions. **Novelty:** This research provides empirical evidence from a developing market, conceptualizing sustainability through consumer perception. **Implications:** FMCG managers should prioritize transparent and interactive marketing strategies to enhance organizational resilience and stakeholder trust.

Highlights:

- Ethical communication and social responsibility campaigns are the primary drivers of perceived organizational sustainability in the Iraqi FMCG sector.
- Integrated marketing strategies significantly bolster consumer trust and support long-term economic stability.
- Digital awareness content is essential for enhancing organizational adaptability to changing market conditions.

Keywords: Social Marketing, Perceived Organizational Sustainability, FMCG, Iraq, Ethical Communication

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I. Introduction

Over the past few years, companies across the globe have been appreciating the strategic importance of social marketing in promoting sustainability and long-term development (Serrat, 2023). Social marketing entails application of marketing principles to affect socially desirable behavior that fills the gap between corporate goals and social good. The move in markets to be more sustainability driven motivated by value systems has forced organizations to incorporate ethical communication and responsible campaigns in order to build trust and generate sustainable competitiveness (Ahmad et al., 2024). Through the Arabian setting of Iraq, as the global awareness of the environment and consumerism activism increases, conversion to the social form of marketing can largely build corporate image and strength. FMCG market, which is characterized by an active consumer base, is a good place to study the possibilities of social marketing to promote sustainable organizational growth (Papadas et al., 2024; Meler and Magas, 2024).

Although the concept of corporate sustainability has become more popular, it has little knowledge of how social marketing activities can yield sustainable organizational deliverables in the latest economies such as Iraq (Awad and Ibrahim, 2024). Majority of companies prioritize profitability-based campaigns to the point of ignoring sustainability-based communication to create shared value (Rahman and Alvi, 2024). The study is an answer to this gap by a quantitative study that correlates the dimensions of social marketing with organizational sustainability.

Available literature relates social marketing to the overall sense of sustainability (Maaroof et al., 2025; Gupta and Kumar, 2023), but little empirical data shows how the concept has a quantifiable effect on the sustainability outcomes of organizations in the developing world. Even though Iraqi FMCG firms rely on social media as a marketing tool, a large number of them do not include socially responsible stories focusing on environmental sustainability, ethical production, or community welfare (Ojo and Gbadamosi, 2024). This article measures the importance of these social marketing initiatives in the sustainability of organizations. Therefore, for social marketers, theoretical and practical knowledge by integrating the social marketing orientation and the perceived sustainable organizational development provides an insight on how to balance ethical marketing and profitability (Papadas et al., 2024; Martinez and del Bosque, 2023).

II. Literature Review

A. Theoretical Foundations of Social Marketing

Social marketing goes beyond traditional promotional goals to a social good. Referrals to behavioral change theory and stakeholder engagement are the theoretical bases of it, where voluntary actions to benefit the society and people are stressed (Serrat, 2023). The strategy revolves around attitude change, awareness creation and social good promotion instead of just selling the products. Ratten (2023) states that when social marketing concepts are implemented into the fundamental functioning of an organization, it helps to reinforce the ethical identity of the organization and creates a balance between business and ethical demands. Recent publications indicate that digital transformation is a driving force of contemporary social marketing. Social media and the internet enables brands to interact with audiences in a more interactive way and design emotionally relevant sustainability messages (Wang et al., 2024; Dhir et al., 2023). Digital narration, interactive content, and open communication should increase consumer trust and align organizational image with world sustainability objectives (Ahmad et al., 2024). In this way, social marketing is the strategic method of communication, as well as the ethical model of sustainable development.

B. Perceived Sustainable Organizational Development (PSOD)

perceived sustainable organizational development (PSOD) is a concept that describes the ability of the firms to sustain economic, social and environmental balance over a long term (Choi and Lee, 2023). It is driven by the triple bottom line people planet profit that are all elements of organizational effectiveness (Meler & Magas, 2024). PSOD encompasses sustainability ideas in every aspect of operation, such as supply chains to the welfare of employees and environmental responsibility. Researchers claim that sustainability-driven companies can enjoy improved performance and improved relations with their stakeholders (Kim and Park, 2024). Nevertheless, the challenge of attaining sustainability in developing economies is high because of insufficient resources and institutional assistance (Awad & Ibrahim, 2024). Thus, the connection of the social marketing activities with the sustainability plans can be viewed as the practical method of overcoming the structural constraints and promoting the population trust and brand stability (Mishra and Shukla, 2025).

C. Linking Social Marketing and Sustainability

The intersection of social marketing and sustainability constitutes a comprehensive ethical developmental model (Gupta and Kumar, 2023; Pereira and Costa, 2023). Transparency is promoted via ethical communication, and social campaigns promote the involvement of the community and responsibility concerning the environment (Khan and Zubair, 2023). Consumer interaction also turns marketing into a partnership-based interaction involving both social value and profit (Rahman and Alvi, 2024). The organizations in the framework of the stakeholder theory cater to numerous interests other than those of financial shareholders. Social marketing puts this philosophy to practice by applying such values as responsibility and inclusivity into practice (Papadas et al., 2024). Research proves that those companies that incorporate sustainability stories into their marketing improvement have better reputation, innovation, and consumer loyalty (Ahmad et al., 2024; Gao and Li, 2024). Therefore, social marketing is a force and an expression of assumed sustainable organizational growth.

D. developed hypotheses

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H1: Social marketing collectively exerts a significant positive effect on perceived sustainable organizational development.

According to the previous research, the combination of ethical communication, social responsibility, and digital engagement in the social marketing strategies would lead to improved economic, social, and environmental performance of the organizations at the same time (Gupta and Kumar, 2023; Papadas et al., 2024). The empirical data also proves the idea that social marketing is an all-encompassing system to promote sustainable organizational growth both in developed and emerging markets (Maaroof et al., 2025).

H2: Ethical communication positively influences economic sustainability.

Transparency and trust between organizations and stakeholders are reinforced by ethical communication, and these elements directly contribute to the financial stability and reputation-based competitive advantage in the long term (Khan and Zubair, 2023). The existing literature illustrates that when organizations embrace excellent communication practices that involve honesty and credibility, they attain high results in economic sustainability (Awad and Ibrahim, 2024).

H3: Social responsibility campaigns positively influence environmental responsibility.

It is proven that social responsibility campaigns lead to the height of environmental awareness and promote pro-environmental practices in companies and among consumers (Choi and Lee, 2023). Research affirms that companies that actively pursue sustainability-related campaigns show enhanced environmental business performance and adherence (Pereira and Costa, 2023).

H4: Consumer engagement positively influences social performance.

The interaction with consumers supports value co-creation and deepens the social interaction of organizations with the communities (Dhir et al., 2023). The existing literature indicates that the greater degree of consumer engagement can contribute to the improvement of the social performance of organizations and their impacts on the society considerably (Gao and Li, 2024).

H5: Digital awareness content positively influences long-term adaptability.

Digital awareness content facilitates lifelong learning and dissemination of knowledge, which promotes responsiveness to technological and market shifts in an organization (Chen and Luo, 2024). According to the previous literature, digitally informed organizations become more adaptable and resilient in the dynamic environment (Pappas and Patelis, 2024).

Figure 1 developed Conceptual Framework by authers

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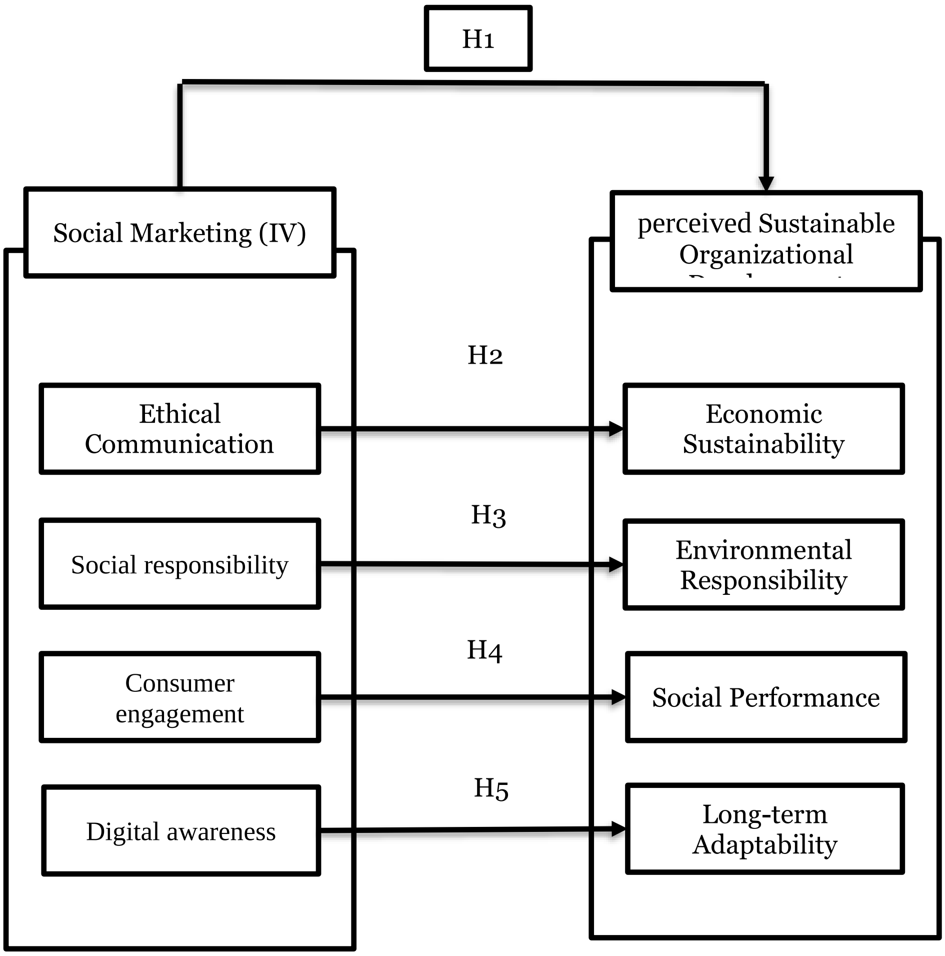

III. Methodology and Analysis Result

Through the application of a quantitative, cross-sectional study with use of a survey methodology. The design allows performing a statistical analysis of the associations between social marketing constructs and sustainability outcomes (Dhir et al., 2023). Online FMCG consumers in Baghdad, Iraq comprised the target population, quantitative cross-sectional survey design was adopted to investigate the correlation that existed between social marketing practices and the perceived organizational sustainability in the FMCG industry. Stratified random sampling methodology was used to represent the demographic categories. The sample of 384 respondents was calculated through Cochran formula of 95 percent confidence level (Mishra and Shukla, 2025). A 5-point Likert scale based on the established measures (1 = strongly disagree to 5 = strongly agree) was used in a structured questionnaire (Papadas et al., 2024; Martinez and del Bosque, 2023). The independent variable (Social Marketing) and the dependent variable (perceived Sustainable Organizational Development) were captured in constructs. The level of reliability was evaluated using Cronbach Alpha (>0.70). KMO (>0.6) and Bartlett Test of Sphericity ($p<0.05$) were used to check sampling adequacy. Spreadsheet of SPSS was used to perform descriptive statistics, correlation and multiple regression. In general, the respondents revealed high opinions with reference to social marketing practices and organizational sustainability-in line with results of emerging economies (Hossain and Rahman, 2024).

Table 1 Descriptive Statistics

Variable	Mean	SD
Ethical Communication	4.12	0.64
Social Responsibility Campaigns	4.05	0.58
Consumer Engagement	3.89	0.72
Digital Awareness Content	4.01	0.61
perceived Sustainable Organizational Development	4.07	0.57

All constructs exceeded the reliability threshold because their alpha values reached 0.7 or higher which demonstrates internal consistency according to the results displayed in table 2.

Table 2 Reliability and Validity

Construct	Cronbach's α

Ethical Communication	0.89
Responsibility Campaigns	0.87
Consumer Engagement	0.9
Digital Awareness	0.91
perceived Sustainable Organizational Development	0.93

Table 3 Correlation Matrix

Variables	1	2	3	4	5
Social Marketing	1				
SOD	0.64**	1			
Ethical Communication	0.72**	0.59**	1		
Responsibility Campaigns	0.66**	0.57**	0.61**	1	
Engagement	0.63**	0.55**	0.52**	0.54**	1

A moderate relationship between social marketing and PSOD (r = .64, p < .001) was found.

As Table 4, developed, it was evident that all the dimensions of social marketing had a statistically significant effect on the dependent variable, ethical communication being the most predictive dimension, which is why it is imperative to focus on transparency and credibility as an important aspect of the organizational performance. The model has a high explanatory power (R2 = 0.46) and no multicollinearity issues, which proves the strength and trustworthiness of the regression findings.

Table 4 Regression Table

Predictor	β	t	p
Ethical communication	.29	5.41	.000
Responsibility campaigns	.25	4.88	.000
Consumer engagement	.18	3.62	.001
Digital awareness	.14	2.97	.003

As shown in table 5, ethical communication exerts the most remarkable and significant influence on economic sustainability, which is important to emphasize the importance of transparency and credibility in improving long-term financial performance of the company. There are also significant positive effects on consumer engagement and digital awareness content, and overall, the model has strong explanatory power (R2 = 0.41) that proves the overall power and validity of the regression model.

Table 5 Dependent Variable: Economic Sustainability

Predictor	β	Std. Error	t	Sig.
Ethical Communication	0.29	0.063	4.61	0.001
Consumer Engagement	0.17	0.058	2.93	0.006
Digital Awareness Content	0.14	0.061	2.29	0.023

According to the findings, the environmental responsibility is the one which is the most motivated by the social responsibility campaigns, which means that the organizations which take active part in the visible environmental activities are more likely to achieve positive ecological results. Simultaneously, the supportive roles are played by digital awareness content and ethical communication which increase the environmental consciousness and solidify the trust, and the model provides strong explanatory power and general statistical significance.

Table 6 Dependent Variable: Environmental Responsibility

Predictor	β	Std. Error	t	Sig.
Social Responsibility Campaigns	0.25	0.062	4.03	0.002
Digital Awareness Content	0.21	0.059	3.56	0.001

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Ethical Communication	0.16	0.06	2.67	0.009

Table 7 cleared that ethical communication, consumer engagement and social responsibility campaigns are crucial factors in social performance and this reinforces the argument that open communication and involvement of stakeholders can contribute greatly to the improvement in the social performance of an organization.

Table 7 Dependent Variable: Social Performance

Predictor	β	Std. Error	t	Sig.
Consumer Engagement	0.18	0.059	3.02	0.005
Ethical Communication	0.2	0.057	3.51	0.001
Social Responsibility Campaigns	0.15	0.061	2.46	0.015

Based on table 8 Social performance, ethical communication, consumer engagement, and social responsibility campaigns contribute to the enhancement of social performance significantly, which means that open contact and active involvement with stakeholders are the key factors to generating positive social results.

Table 8 Dependent Variable: Social Performance

Predictor	β	Std. Error	t	Sig.
Consumer Engagement	0.18	0.059	3.02	0.005
Ethical Communication	0.2	0.057	3.51	0.001
Social Responsibility Campaigns	0.15	0.061	2.46	0.015

On the other hand, table 9 depicts the Long-term organizational adaptability is majorly facilitated by digital awareness content hence signifying that constant digital learning and awareness increases the capacity of an organization to react to changes in the future. Flexibility is also reinforced using ethical communication and consumer engagement, which promotes trust, flexibility, and long-term stakeholder communication, and the model has a high level of explanatory power (R2 = 0.42).

Table 9 Dependent Variable: Long-term Organizational Adaptability

Predictor	β	Std. Error	t	Sig.
Digital Awareness Content	0.22	0.06	3.64	0.003
Ethical Communication	0.19	0.058	3.28	0.002
Consumer Engagement	0.16	0.062	2.58	0.011

This was based on table 10 which indicated in all the five hypotheses that supported all things as:

• H1 is accepted, where the impact of ethical communication has a positive and statistically significant impact on economic sustainability ($b = 0.29$, $p = 0.001$). It implies that effective and reputable messaging will empower consumer confidence and assist in maintaining long-term stable financial results.

• H2 is also affirmed, meaning that social responsibility campaigns have positive influence on environmental responsibility ($b = 0.25$, $p = 0.002$). The implication of the finding is that environmentally responsible practices and perceptions can be developed through structured social initiatives and campaigns that are focused on sustainability.

• H3 shows that there is a substantial correlation between social performance and consumer engagement ($b = 0.18$, $p = 0.005$). The active engagement with the consumers seems to enhance social value creation and enhance the perceived social impact of the organization.

• H4 reveals that there is a significant positive influence of digital awareness material on organizational adaptability ($b = 0.22$, $p = 0.003$). This implies that sustainability information provided in digital form can enhance the organization responsiveness and adaptability in the ever-changing market conditions.

• H5 substantiates the existence of the strong overall correlation between social marketing and sustainable development of the organization ($b = 0.64$, $p < 0.001$). This finding highlights the importance of holistic social marketing practices as an all-inclusive approach towards the promotion of sustainability in the organizational levels.

Table 10 hypothesis test

Hypothesis	Independent Variable (IV)	Dependent Variable (DV)	β	t-value	Sig.	Decision
H1	Ethical Communication	Economic Sustainability	0.29	4.61	0.001	Accepted
H2	Social Responsibility Campaigns	Environmental Responsibility	0.25	4.03	0.002	Accepted
H3	Consumer Engagement	Social Performance	0.18	3.02	0.005	Accepted

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H4	Digital Awareness Content	Organizational Adaptability	0.22	3.64	0.003	Accepted
H5	Social Marketing (overall)	Sustainable Organizational Development	0.64	9.87	0	Accepted

V. Conclusion and Recomandation

According to the analysis finding the social marketing impacts positively on the perceived sustainable organizational development significantly, which conforms to other results by Gupta and Kumar (2023) and Ahmad et al. (2024). Ethical communication was found to be the most significant predictor which can help to understand the fact that open and sincere communication between the organizations and consumers can lead to trust, loyalty, and economic sustainability (Awad and Ibrahim, 2024). The fact that social responsibility campaigns positively impacted environmental performance indicates a rising trend as companies implement sustainability-oriented communication to increase legitimacy (Choi and Lee 2023). Such campaigns will help to reduce degradation of the environment and pose the firms in the FMCG sector of Iraq as responsible players who contribute to the welfare of the community (Mishra and Shukla, 2025).

Consumer engagement emerged to be a vital source of social performance. Digital platforms have the power to enable consumers to make sustainability programs together, which enhances a sense of communal belonging and positive corporate reputation (Dhir et al., 2023; Gao and Li, 2024). With consumers being engaged, sustainability becomes more of a practice in social life than a company motto (Ojo & Gbadamosi, 2024).

Also, the effect of digital awareness information on long-term adaptability supports the use of digital literacy and eco-friendly communication. Organizations can be relevant and responsive to evolving market conditions through the use of online education and interactive infographics as well as sustainability storytelling (Chen and Luo, 2024; Wang et al., 2024). These projects develop knowledgeable customers that patronize ethical companies.

The results of this research give practical and policy-related understanding of the way the social marketing can be used to promote the perceived sustainable organizational development in the FMCG sector in Iraq. As a manager, one of the principles of social marketing that organizations ought to incorporate in their strategic management frameworks is not as a separate promotional activity. The credibility of the brand and consumer trust can be enhanced by incorporating ethical messaging, socially responsible messages, and sustainability-focused messages into long-term planning. It is also recommended that firms consider investing in clear and data-driven sustainability communication systems that can report on both environmental and social performance using measurable terms as the evidence is that transparency can increase stakeholder trust and organizational legitimacy (Rahman and Alvi, 2024). Besides that, the use of digital narratives and interactive media can further enhance consumer engagement and participatory relationships that enhance the value of sustainability and long-term brand loyalty.

On the policy level, there is need to have increased liaisons between the government and organizations in the private sector in order to spread the concept of sustainability and responsible consumption among individuals. Educational campaigns, regulatory guidance, and industry standards can be promoted with the help of the public-private partnerships that promote the firms to implement quantifiable social marketing measures and the systems of sustainability reporting. Incentives (e.g. recognition programs or tax incentives to companies that have established verifiable sustainability communication) could also encourage organizations to focus marketing practices on national sustainability objectives (Tan & Lim, 2023).

To further their research, it is advisable that future researchers need to build on the current model by cross-cultural and cross-cultural comparisons to establish whether the same relationships can be found outside the FMCG setting and in other emerging economies. Instead, the mediation and moderation effects could be investigated using modern analytical tools, including structural equation modeling (SEM), and give more robust causal information when it comes to the relationship between social marketing and perceived sustainability results (Ratten, 2023). The longitudinal design can also be used to determine the effects of long-term social marketing in building organizational resilience and consumer attitudes.

Conclusively, perceived sustainable organizational development in the FMCG sector of Iraq is largely improved by marketing practices. The most powerful perception of sustainability drivers was found to be ethical communication and social responsibility campaigns, whereas consumer engagement and digital awareness are to be noted as part of social performance and adaptive capacity. Considering the marketing strategies, in terms of alignment with ethical, social, and environmental concerns, organizations may enhance their competitive positioning, enhance stakeholder relations, and advance the sustainable development goals in general. These results highlight the strategic importance of social marketing as a managerial approach and a social mechanism to promote the idea of sustainability in new market situations.

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