

# Using Dimensions Of Harmony At Workplace To Enhance Strategic Balance Through Marketing Agility - A Study In Directorate Of Najaf Gas Power Plant - Middle Euphrates

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## **Abstract**

The research aims to test the mediating role of the marketing agility variable between harmony at workplace and strategic balance in the Directorate of Najaf Gas Power Plant. The intellectual foundations of the study variables were highlighted. The variables were measured through designing a questionnaire and its main dimensions were determined based on a number of scientific studies. The questionnaire targeted a random sample of (132) employees out of the study population of (150), at this plant. The research concluded a number of results,

including that the variable of harmony in the workplace has a positive impact in increasing the strategic balance level in the surveyed plant. Moreover, adoption of marketing agility practices by top management would definitely enhance the strategic balance. The more people feel the value of their work and involve them in making decisions relevant to their work, and the greater level of independence related to the practice of their work, the more it motivates job cadres to devote their skills to achieving the required objectives. Additionally, it turned out that the implementation of marketing agility approaches would also positively boost the impact the variable of harmony in the workplace on the strategic balance. The research presents a number of recommendations, including: Najaf Gas Power Plant's management should increase attention to the strategic balance and highlight its effects and significance in investing the available opportunities through its internal resources such as experience, knowledge, technical skills, perception, ability, insight, by employing the best available capabilities in order to achieve the plant's objectives. Besides, the necessity of holding frequent workshops and meetings by line managers to observe employees' problems and addressing and handling matters pertaining to their work, which would improve the relationship and effective communication between the two parties .

**Keywords:** Harmony at workplace, marketing agility, strategic balance

## INTRODUCTION

As the world have entered into the new millennium, various businesses, particularly those operating in Iraq, encountered unanticipated circumstances that

caused further confusion as a result of the country's openness to diverse foreign products (World Bank 2012). Due to numerous factors and pressures, this issue has made it more difficult for many businesses to operate in their various sectors. As a result, they must now exercise exceptional vigilance and alertness in order to prevent crises or other issues in the business world. Organizations dealing with delivering services directly related to human life and well-being are under greater pressure from these factors requires them to work hard and tirelessly to achieve a strategic balance in their work and objectives.

Najaf Gas Power Plant , for producing and distributing electricity to the Provinces of Middle-Euphrates, (Babylon, Diwaniyya, Karbala, Najaf) , is one of the organizations that face many pressures and changes through which it is difficult to conduct work smoothly. Evidently, it consistently experiences instability and imbalance in its operations at many levels, whether it is a lack of balance between supply and demand, strengths and weaknesses, opportunities and ongoing challenges. Consequently, it bears responsibility to achieve the strategic balance because of how crucial it is to establishing stability in the operations of this institution and to enhancing its reputation in a way that fosters confidence between the plant itself and its beneficiaries. The plant can benefit from some of its advantages to improve the strategic balance and achieve more cohesiveness and stability. One of its most prominent and pronounced strengths is the state of harmony in the workplace , whether it is among its employees, or its employees and management, or among work team, and among line managers or between various departments. Many studies have confirmed that the presence of harmony

improves employee's capability at workplace . Additionally, organization needs to have agility that takes into account the potentials of benefiting of all functional staff, whose knowledge, expertise, and abilities all contribute in some way in achieving organizational strategic balance. The study's problem was on the significance of achieving a strategic balance, which is one of the essential variables in the Iraqi workplace environment generally, and the energy sector ,particularly due to the significant environmental complexities and the growing demands on this sector. Therefore, the Directorate of the Najaf Gas Power plant is required to achieve a state of strategic balance in its work in order to ensure its continuity in providing services in a satisfactory, if not distinctive, manner because the production of electrical energy serves as the main lifeblood for all other life aspects. When we observe that the amounts of demand (consumption) of electric power are dramatically increasing, the importance of strategic balance increases. Therefore, the facility's management requires investing its strengths, represented by harmony in the workplace and agility to increase the desired state of strategic balance, which takes into account meeting the present and future needs of the beneficiary sectors.

The research is aimed at testing the relationship among its three variables (harmony in the workplace as an independent variable, marketing agility as an mediating variable and strategic balance as a dependent variable). In order to answer the following main question: (The lack of the strategic balance in the Najaf Gas power Plant results from the lack of actual investment of harmony at workplace through low levels of marketing agility practices). Basically, in this

research, the main contribution of the researchers is to test three variables, namely (harmony in the workplace, marketing agility and strategic balance) .Those variables have not been studied together to the best of the researchers' knowledge, as well as, due to the realistic importance of these variables that assist Iraqi organizations to compete with foreign organizations, because it blends three significant sectors, (organizational sector , marketing sector and strategic sector).

### **The Relationship Of Harmony In The Workplace With Strategic Balance:**

Generally, the first concepts of harmony in the workplace originated from ancient Chinese culture (Chin et al., 2018: 4).This variable developed further until it entered the organizational field and was defined as a human value, reflecting the degree of accord and compatibility in feelings , opinions, relationships , actions ,marketing interests, etc. to meet the organization 's strategic objectives (Chen,2015:464). Harmony at workplace can denote the state of balance among influencing forces and even opposing one. Psychologists have found that the term "harmony" associates with the meaning of life; it is seen as a significant subject in positive psychology. Moreover, harmony at work can only be achievable if leaders have the ability of determining what they want the culture of their organizations to look like and then create plans to make them a reality. Harmony means accord among persons or groups of persons to avoid conflict that may occur between working individuals within organization to achieve strategic balance (Nwinyokpugi, 2015: 200). (Chin & Liu, 2015: 294) indicated that workplace harmony can contribute in reducing disputes and contradictions occurring within work environment. Following that, moving towards to achieve the ultimate goal,

which is represented by seeking satisfactory reconciliation for all parties, and an absolute or ideal solution to conflicts and contradictions that may arise, to reach a satisfactory agreement among the conflicting parties. On the basis of resolving workplace disputes among opposing forces, for addressing all interconnected issues that may hinder organization's ability to achieve its objectives, the most crucial of which is the strategic balance. According to Chen et al. (2016: 5), employees should model harmony at workplace in their interactions with one another to improve organization's ability to attain overall balance. Harmony at workplace expresses an optimal method in which an organization functions. (Ünal et al., 2017:823) indicated that workplace harmony refers to the extent of relational accord among members of group. Clearly, the level of positive influence among members of group leads to achieve positive motivations that encourage them to achieve balance among workers is referred to as *workplace harmony*. Similar structures of group cohesion, integration, and psychological and strategic balance are related to group harmony, and these structures, ultimately, increase the diverse organizational capabilities. Workplace harmony also refers to the extent of friendly and cooperative accord regarding building balanced relations among employers and employees to achieve mutual gains. In this case, workplace harmony is concerned with consolidating relationships among employees and management by achieving the provisions and conditions of employment and workplace. Actually, it leads to a state of collaboration among employees leading to more psychological acceptance of others, which can contribute in achieving an organization's strategic objectives (George, 2020: 43).

**First hypothesis:** There is a positive effect of harmony at workplace on the strategic balance.

**Second hypothesis:** The relationship of harmony at workplace with marketing agility:

Harmony at workplace contributes to the realization of a variety of issues favorable to organizational and marketing interest related to organizations. Workplace harmony boosts marketing success by encouraging employees to select the best course of action while retaining teamwork, cohesion and trust among them, which will lead to create an agile and solid organization featured of being able to encounter workplace problems (Shah, 2020: 567-568)

While (Ho, 2017: 7) indicated that harmony at workplace can grant organizations more characteristics such as achieving accord, respect among others, and willingness to sacrifice for organization's good. Besides, Harmony necessitates seeking consensus to implement marketing agility rather than engaging in direct conflict, which could hinder an organization's ability to integrate its activities to meet labor market demands. Due to the fact that it offers potential opportunities, which may be promising, and necessitates better investment than rivals. In order to provide a solution to a problem that organization may face and to produce a result that would be satisfactory to all parties, collaboration among working individuals is the foundation of workplace harmony.

Collaboration aims to find some solutions that could satisfy both disagreeing parties. It relies upon a desire to accept valid interest of the other party and defending one's own interests at the same time. It aims to find a solution to the

conflict through cooperation with other parties concerned. Additionally, collaboration, in deed, requires creative thinking to find solutions to problems without presenting compromise in a way that organization is more flexible and the most remarkable objective is to find a solution that create organizational agility . (Ozoekwe & Konya, 2021 : 65). Additionally, workplace harmony is now a widely accepted strategy for improving the efficiency of community-based agencies and organizations that provide public services. Working collaboratively is thought to have a number of advantages, such as producing more innovative and creative solutions to complex problems, developing higher-quality programs, decreasing duplicated efforts. Furthermore, pooling of numerous human and financial resources, constructing more accessible healthcare systems and raising the social capital needed for marketing flexibility (Marek et al. , 2015: 1). Harmony at workplace can also achieve accord and convergence with direct supervisor , through spreading contentment, benefit exchange, positive interaction and stability. Using harmony at workplace can contribute to having supervisors treat subordinates very agreeably and vice versa, resulting in an agile interaction between the two parties (Chin, 2015: 5).

Additionally, line manager need to strive to fairly and distribute rewards among employees, not steal from subordinates' contributions, but rather motivates them to keep up their great work. Line managers ought to be concerned about lives of subordinates outside of workplace and eager to create a secure environment to work properly and achieve marketing agility to reduce external environment variables (Chin & Rowley, 2018: 11). Workplace harmony aims to accomplish



work with a spirit team , by motivating them to work together to reach common goals .Teamwork includes process of allowing a group of people to achieve their goals. It deals with steps such as outlining team objectives and determining obstacles and barriers to achieve goal, overcoming specific obstacles and committing to achieving objectives. As roles are assigned for each organization member, teamwork assists in the integration of resources and inputs that harmonize to achieve the organization's objectives. Teamwork is the backbone to make organization marketing agile towards business environment. (Ozoekwe & Konya, 2021: 65) When employees are steady and prepared to preserve the work environment, respect corporate's discipline, not submit to others, and adhere to work instructions in order to execute duties properly, here , workplace harmony can lead to achieving congruence and concord at individual level. It will contribute create organizational agility at both the organizational and marketing levels (Chin, 2015: 5).

Workplace harmony also promotes congruence and accord with system calling for strict adherence to the regulations. It pushes employees to adhere to them and encourages corporates to create solid management systems. In addition, corporate's system must include a fair reward system for employees, as well as a fair wage system, and this system should not be devoid of good medical insurance and a solid care system for employees capable of retaining employees and attracting others to work in it . Management's attention to these crucial concerns will reflect positively on the organization itself, since it will become more adaptable and able to compete more successfully in the marketing environment (Chin & Rowley,

2018: 116). Coherence and concord among work team is seen an important component of workplace harmony because it achieves collaboration that prevails in the warmth of the relationship by depending on the abilities of others to achieve objectives. Since team members will work together towards a common goal that may contribute to some extent in increasing marketing agility .Moreover, teams are structured groups of people working on defined common goals that require coordinated interactions to accomplish defined tasks. This definition places emphasis on the fact that one of the key characteristics of a team is collaboration on a joint project that each member is accountable for. In this case , organization needs a strong and cohesive team that can work together to fulfill organizational objectives in order to create sustainable marketing flexibility (Levi, 2014:23).

**The second hypothesis:** There is an effect of harmony in workplace on marketing agility.

### **The Relationship Between Marketing Agility And Strategic Balance:**

Business organizations conduct their commercial operations in light of an environment that is becoming more complicated, producing unexpected pressures, ongoing risks, and rising effects on their performance. Therefore, they should constantly work to make use of their own internal resources in order to confront or respond to these forces in a way that helps them achieve a unceasing strategic balance in the context of the dynamic and unpredictable external environment (Vaillant & Lafuente, 2018).

Remarkably, despite the widespread acceptance of the importance of marketing agility, it has received little attention in the marketing literature. The term

"marketing agility" has often been associated to the ability to react rapidly to changes occurring in markets , which reflects the capacity to spot opportunities and exploit them faster than business competitors do . As a result, marketing agility is a crucial dynamic ability that shows the capacity to recognize and respond to changes in business environment. In other words, organization employs its acquired and accumulated marketing expertise to sense or detect environmental disturbances and assist itself in achieving the best positive responsiveness to transform unanticipated impacts into opportunities that it will benefit from in the future. (Asseraf et al., 2018). Before that, growing and developing economies experienced limited competition, and were able to survive without need for marketing agility. However, in globalization era marked by fierce competition, it becomes increasingly difficult for companies to overlook marketing agility initiatives. Agility has been increasingly popular among businesses in both industrialized and developed countries as a means of enhancing market competition in business environment . Some scholars indicated that one of the key factors influencing a company's success is its marketing agility (Osei et al., 2018). Because that achieving balance and strategic stability are objectives that organizations strive for to serve as a focal point for striking a balance between accomplishing tasks and facing challenges. Organizations need to be at a high level of cautiousness and agility necessary to perform their operations regarding marketing products in a way that enables them to remain in competition (Vaillant & Lafuente, 2018).

In this case, marketing agility emerges as an important dynamic capability in contemporary business environments." However, fast-changing markets can lead to risky circumstances in which marketing agility turns into rigidity. Companies need to rely on well-thought-out strategies to achieve rapid, agile-based responses to changes such as new competitors or potential entrants to markets, shifts in customer preferences, and technological changes (Asseraf et al., 2018).

Due to the ongoing changes in business, environment, the need to adopt marketing agility has become widely recognized as a motto for the role it plays in assisting organizations to sense and handle unexpected events. This confirms the requirement to build strong capabilities to deal with changes in demand in a way that ensures the organization remains in competition environment. Stimulating product demand while production systems are characterized of being poor may lead to customer migration, which is exactly the opposite of what an organization tries to achieve. Through utilizing competitive agility, it was feasible to strengthen company's operations by addressing its shortcomings (Poolton et al., 2006).

Marketing agility is a multifaceted concept that has been adopted by many people to face a variety of phenomena to encourage organizations to adopt the agile method, which is almost necessary to face strategic challenges that may lead to a state of instability and strategic balance. Adopting the concept of marketing agility gives businesses further advantages, such as increased consumer flexibility, accelerated operations, and agility in forming business partnerships (Christofi et al., 2013).

Marketing agility is the capability of managing trade-offs between resource commitment to existing objectives and changing market needs. Marketing agility enhances capabilities to respond to changing markets, and is mainly significant in international contexts where the environmental diversity is higher. In addition, competitive agility aims to assist organizations develop particular capabilities allowing them to reconfigure their resources to deploy effective marketing strategies when conducting operations in different global markets (Li et al., 2018). Marketing agility is a tool that contributes to introducing improvement programs to lessen inefficiencies and enable responses. Finally, a typically novel opportunity to grow a business by the use of marketing techniques and instruments is presented. In addition to, addressing the failure to adopt marketing practices is not entirely due to lack of time for strategic thinking and planning. Furthermore, addressing additional barriers in lack of basic understanding on how to conduct marketing campaigns, as well as addressing the lack of resources that may be dedicated to bringing in new business (Poolton et al., 2006).

## **METHODOLOGY**

This research adopted the Najaf Gas Power Plant as a field for the applied side, by selecting a sample of (132) individuals out of the main target population of (150) to answer the questionnaire items. The variable of harmony at workplace is measured using (Chin & Rowley, 2018: 116), which includes (32) items, while Marketing agility variable is measured using (Jiang et al (2021), which includes (12) items. The strategic balance variable was measured by adopting (Albaghdadi & Dhafer, 2019), which includes (14) items, the research uses 5-point Likert scale

consists of the following points (1) Strongly Agree (2) Agree (3) Neither Agree nor Disagree; (4) Disagree; (5) Strongly Disagree.

The reliability-testing of the research scale will be verified by relying on extracting the reliability coefficient (Cronbach Alpha), and determining the availability level of variables in the studied plant by calculating indexes of (descriptive statistics). The study hypotheses will also be tested using the statistical program (SMART PLS) to determine the nature and intensity of the impact among the research variables.

## **RESULTS AND DISCUSSION**

### **Testing The Reliability Of The Measurement Instrument:**

To verify the reliability of the research scale, Cronbach Alpha coefficient is calculated, and the required reliability of the measurement instrument occurs when the reliability coefficient is equal to or greater (0.67) according to the researcher's opinion (Hair et al., 2017). This will be conducted by using the statistical program Smart SmartPLS, and the reliability values are calculated as in Table (1), as follows:

1. The independent variable , harmony at workplace achieves, at the overall level , a reliability coefficient reaching (0.939), while its sub-dimensions achieve the required reliability, and the values of the reliability coefficients range between (0.716 - 0.823).
2. The mediating variable, empowering leadership , at the total level , achieves a reliability coefficient reaching (0.884), while its sub-dimensions achieve the required reliability, the reliability coefficients between (0.715 - 0.843).

3. The dependent variable, the strategic balance, at the overall level, achieve a reliability coefficient reaching (0.901), while its sub-dimensions achieve the required reliability, and the values of the reliability coefficients range between (0.722 - 0.832).
4. The research's scale with all 62 items distributed on the variables and sub-dimensions achieve a great reliability coefficient of (0.944), and based upon these results, the current research scale achieve the required reliability.

Table (1) Reliability Of The Research's Scale

Variables and Dimensions	Symbol	Item number	Cronbach Alpha Coefficients
self-harmony	X1-X4	4	0.716
Harmony with employees	X5-X8	4	0.780
Harmony with the system	X9-X12	4	0.823
Harmony with line manager	X13-X16	4	0.765
Harmony with facility sections	X17-X20	4	0.751
Harmony with facility manager	X21-X24	4	0.793
Harmony with work team	X25-28	4	0.790
internal and external harmony	X29-X32	4	0.719
Harmony at the workplace	X1-X32		0.939
Robustness	M1-M4	4	0.789
Proactive marketing activities	M5-M8	4	0.715
responsiveness to the labor market	M9-M12	4	0.762
Marketing agility	M1-M16		0.884
capabilities	Y1-Y4	4	0.722
opportunities	Y5-Y7	3	0.767
internal resources	Y8-Y10	3	0.832
Objectives	Y11-Y14	4	0.778
Strategic balance			0.901
Total reliability of the scale		0.944	

**THE DESCRIPTIVE ANALYSIS OF THE RESEARCH VARIABLES**

When reviewing the results presented in Table (2) on the descriptive statistics of the research variables, it becomes clear that the independent variable (harmony at workplace) achieves a mean of (3.365), which is considered acceptable compared to the hypothetical mean of (3) because the research used a five-point Likert scale with a standard deviation of (0.904). Besides, mediating variable (marketing agility) achieves a greater mean than the hypothetical mean of (3.082) and a standard deviation of (0.893). While the mean of the dependent variable (strategic balance) is less than the hypothetical mean of (2.945) and indicates a low level of interest of this variable. The variable is inconsistent with the work nature of Najaf Gas Power Plant. The results are shown below in Table (2).

Table (2) The Results Of Descriptive Statistics.

Dimensions	Mean	Standard Deviation	Percentage	Number of Treatment
self-harmony	3.838	0.806	0.767	3
Harmony with employees	3.869	0.844	0.773	2
Harmony with the system	3.907	0.864	0.781	1
Harmony with line manager	3.832	0.881	0.766	4
Harmony with facility sections	3.495	0.963	0.699	7
Harmony with facility manager	3.775	0.946	0.755	5
Harmony with work team	3.636	0.912	0.727	6
internal and external harmony	3.486	0.947	0.697	8
Harmony at workplace	3.365	0.904	0.673	2
Robustness	3.850	0.855	0.770	2
Proactive marketing activities	3.626	0.933	0.725	3
responsiveness to the labor	3.991	0.952	0.798	1



market				
Marketing agility	3.778	0.893	0.755	1
capabilities	3.047	0.945	0.609	2
opportunities	2.71	0.907	0.542	4
internal resources	2.953	0.847	0.5906	3
Objectives	3.071	0.912	0.6142	1
Strategic balance	2.945	0.908	0.589	3

### TESTING EFFECT HYPOTHESES

The first effect hypothesis: There is a significant effect of harmony at workplace on the strategic balance at the overall level of the two variables.

To test this hypothesis, a structural model is designed by the two researcher to show the relationship between the independent variable (harmony at workplace) and the dependent variable (strategic balance). The model consists of (46) items, as shown in Figure (2).

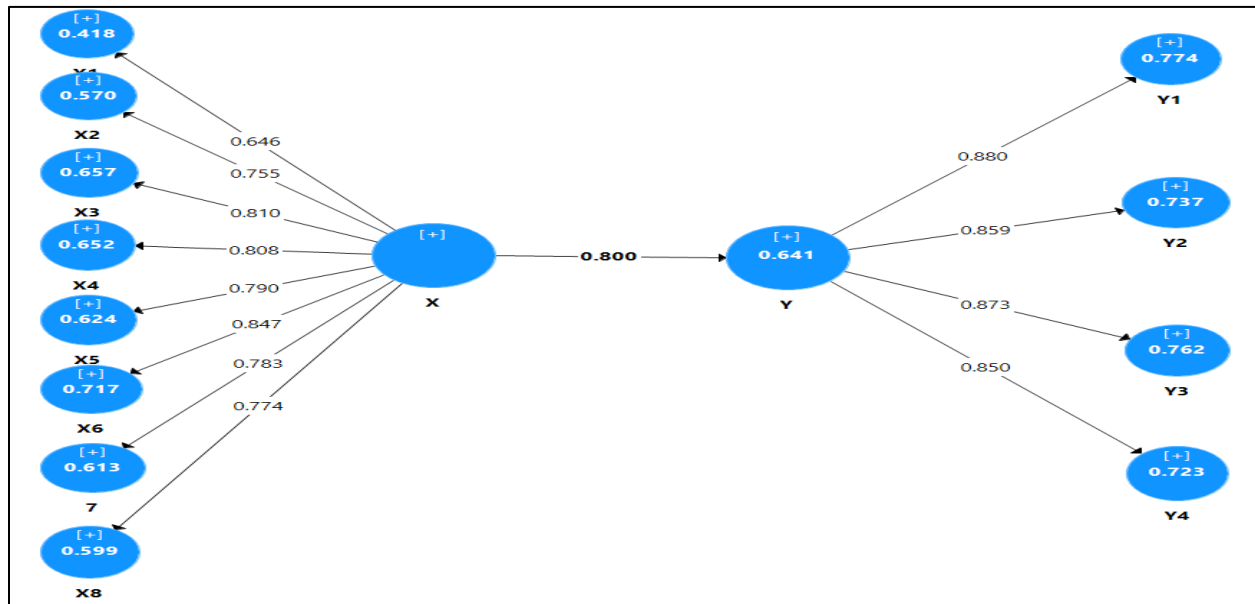


Figure (2) Testing Model Of Direct Effect Hypothesis

Source: SmartPLS

When tracking the results presented in Figure (2) and Table (3), it is clear that there is a positive significant effect of the independent variable (harmony at workplace) on the dependent variable (strategic balance) of (0.80) with significant level of (0.000), which is less than the acceptable and the estimated significance level of this research, which is (0.05). This indicates that the dependent variable (strategic balance) decrease by (80.%) when the empowering employee dimension increases by one unit. In addition, the variable of harmony at workplace explains (64.1%) of the overall changes occurring in the strategic balance variable, which is the value shown by the determination coefficient ( $0.641 = R^2$ ). Based upon these results, the first effect hypothesis is accepted, which states that (there is a significant effect of the variable of harmony at workplace on the variable of strategic balance at the overall level of the two variables.

Table (3) Outputs Of The First Effect Hypothesis

The path of the hypothesis	Impact factor $\beta$	R <sup>2</sup> value	Standard Deviation	t-value	significance level	the result of the hypothesis
Harmony in the Workplace -> Strategic Balance	0.80	0.641	0.059	13.559	0.000	accepted

Source: SMART PLS output

**Indirect Effect Hypothesis:** The variable of harmony at workplace (X) has a significant effect on the dependent variable ,strategic balance, (Y) with the mediating variable ,marketing agility, (M). To test this hypothesis, a structural

model is designed that shows the path of the relationship between the three variables, as shown in Figure (3).

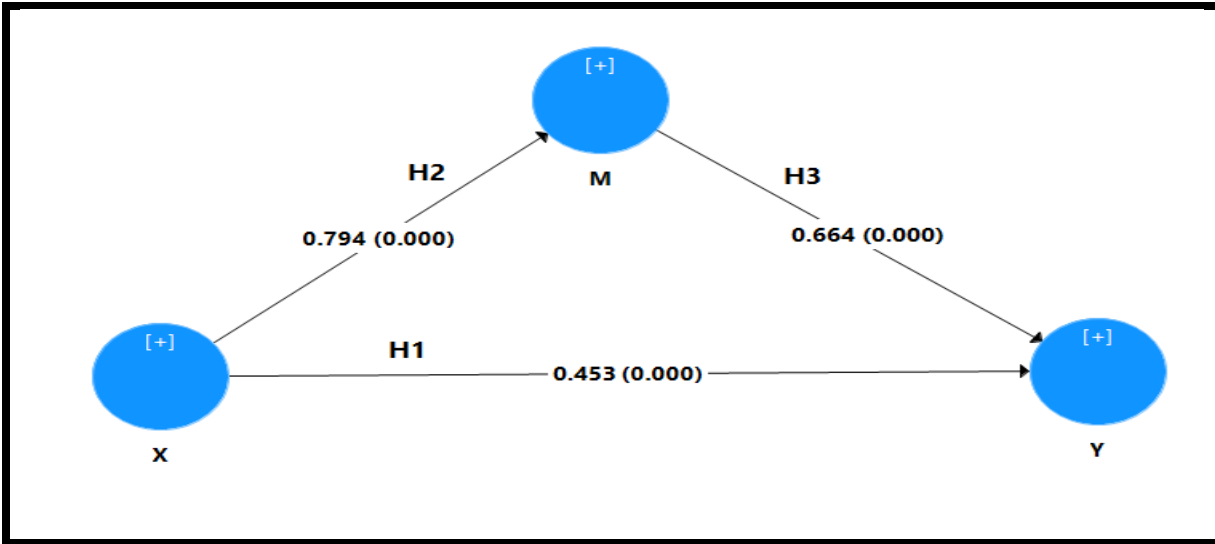


Figure (3) Testing Model Of The( Mediating) Indirect Effect Hypothesis  
 Source: SmartPLS

The results presented in Figure (3) and Table (4) indicate that the independent variable , harmony at workplace, (X) has a significant effect on the strategic balance (Y) through the mediating variable , marketing agility, (M) with impact factor of (0.527) . The value of the indirect effect is a significant value based up on the significance level in Table (3). Additionally, the upper and lower limits of confidence do not contain (zero value). Thus, the two basic conditions are met to prove the validity of the mediating effect of the marketing agility variable, which are (Hair et al, 2017 ):

1-The overall impact of the variable of harmony in the workplace on the strategic balance through the mediating variable , Marketing agility, should be a significant.

2.The upper and lower confidence limits do not contain zero value .

Table (4) paths of the indirect effect hypothesis.

Confidence limits (upper limit and lower limit )		t-value	Standard deviation	Overall (indirect) with the mediating variable (Marketing Agility )	The effect of Marketing agility on the strategic balance	The effect of harmony at workplace on marketing agility
Bootstrapped Confidence Interval		t-value	SE	Indirect Effect	Path b	Path a
95% UL	95% LL	20.269	0.026	0.527	0.664	0.794
0.716	0.614					

Source: SmartPLS Outputs

Moreover, Based upon the results shown in Table (4) , the value of the indirect effect reaches (0.527), which is a value greater than the value of the direct effect of (0.453) when testing a single model. According to these results, it is clear that the marketing agility variable represents a partial mediation in this research, and this hypothesis is accepted

**CONCLUSION**

The results of the practical analysis revealed that the studied Gas Power Plant has a fairly noticeable interest in the variable of harmony at workplace. This means that it aims to create a comfortable working environment by fostering a constructive and positive interaction between the management and the staff and spreading a spirit of collaboration and teamwork, which helps in achieving the strategic balance. It also turns out that the plant has a clear interest in the marketing agility variable, that is to say, it has the ability to sense environmental changes and

anticipate increasing additional demands. This may help to achieve the highest level of positive responsiveness to meet its obligations on time. The plant under study also has the capabilities needed to conduct proactive activities and measures and rapid responsiveness. The results also revealed that the plant was unable to achieve strategic balance, had low levels of interest in this aspect, and did not capitalize on opportunities well, in addition to an obvious lack in interest in internal resources. More importantly , investing in the state of harmony at workplace can increase the ability of this facility to achieve the targeted strategic balance by investing the dimensions of marketing agility into it . However, despite the obvious interest in the variables of workplace harmony, marketing agility, and their sub-dimensions, the actual performance of the Najaf gas power plant indicates the opposite. It is unable to meet the needs of customers of electrical energy during a peak seasonal demand, especially in the summer, as its electricity supply rate reaches half of the actual need, i.e. (12) hours of power supply per day and (12) hours of power outage. Moreover, there may be other potential contributing factors to this failure in power supply rates, including the following :

- (1) its connection to the national electricity grid and having no full independence,
- (2) obsolescence of the electricity supply grid
- (3) the tremendous rise in the number of dwellings and electrical appliances
- (4) failure to add more electricity production units .

In order to meet the growing demand for electric current, the research recommended setting realistic and achievable goals consistent with environmental changes. It also proposed rethinking the strategies used in employing the internal resources of this plant and directing them towards

investing the available opportunities. In addition, there is an actual need to conduct more research in this vital sector on the strategic balance with other variables such as organizational readiness, organizational flexibility, and administrative decentralization, that is, if the researched plant obtained complete independence in production and distribution and disengaged from the national grid , would this affect the electricity supply hours or not.

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