



# THE ROLE OF BEHAVIOR MODELING IN REDUCING THE MANIFESTATIONS OF ORGANIZATIONAL COLLAPSE: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF CEMENT PLANT MANAGERS IN SULAIMANIYAH GOVERNORATE

**Dilman Faeq Shafiq Zangana**

College: Administration and Economics

Department: of Business Administration

Al – Qalam University

Iraq – Kirkuk

Email: [dilman.bm@alqalam.edu.iq](mailto:dilman.bm@alqalam.edu.iq)

Article history:	Abstract:
<b>Received:</b> 10 <sup>th</sup> March 2026 <b>Accepted:</b> 8 <sup>th</sup> April 2026	<p>The present study aimed to identify the extent to which the dimensions of behavior modeling for managers are employed in a number of cement factories in Sulaimaniyah Governorate. The problem of the study came through the continuous environmental challenges witnessed by the cement industry sector in the Iraqi environment, including complexity and high red tape in work procedures, as well as the existence of economic problems related to ownership and financing that affected the salaries of workers in the field.</p> <p>In order to achieve the objectives of the current study, the researchers adopted in their study the descriptive-analytical approach in presenting theoretical and conceptual frameworks, and processing, analyzing, and interpreting data. This method suits the study of behavioral and administrative phenomena, and determined the field of the current study in the cement factories in Sulaymaniyah Governorate, represented by (Almas, Bazian, Delta, Mullawi, Jasin). The population of the present study was all the managers working in this assistantship and its laboratories (formation managers, heads of departments, and division officials), which are (480), while the sample of the current study reached (214) managers, and for the purpose of testing the hypotheses of the study and confirming their validity. The study used a number of statistical methods and tools in analyzing the data, and processing them with the aim of reaching the opinions of individuals in the researched field towards the questionnaire paragraphs, and through statistical treatment. The study found two correlation and inverse significant effects between managers' behavior modeling and organizational collapse in the studied field.</p>

**Keywords:** Behavior Modeling, Organizational Breakdown

## INTRODUCTION

Business organizations operate in environments full of challenges and rapid changes that can lead them to success if they respond well, or lead to organizational collapse if they fail to adapt. Organizational collapse is one of the prominent problems facing organizations in light of technological development and escalating competition, as some organizations fail to keep pace with updates and modern standards, and their ability to survive in the market declines.

The causes of organizational collapse are multiple, as they may be due to poor response to environmental changes, failure to meet stakeholder requirements, lack of commitment and trust among employees, or mishandling of business requirements. To avoid this situation, the organization's management needs to be fully aware of the manifestations and causes of the collapse, with the courage to address and the leadership that helps to establish positive behaviors that enable it to take control of the work and face crises with confidence.

The study believes that behavior modeling contributes to consolidating positive behaviors among employees and limiting negative behaviors through observational learning and imitating good behavioral models within the organization.

The problem of the study started from the reality of the cement industry in Iraq, which suffers from the complexity of work procedures, weak financial resources, the provision of infrastructure, mechanisms and production procedures, in addition to the economic challenges related to ownership and financing. All of this has reduced the ability to keep pace with developments and meet the demands of stakeholders.



## **THE FIRST TOPIC IS THE METHODOLOGY OF THE STUDY**

### **First: The Problem of the Study**

The problem of the field study came from the challenges faced by the cement industry sector in Iraq, which is under great pressure as a result of the entry of products imported from Turkey and Iran at low prices, despite the superiority of the local product in terms of quality. The problem has been exacerbated by the absence of fixed customs duties on these products, the inability of local production to meet the needs of the market, in addition to the dominance of some influential parties over quantities of production and directing them to the market at the prices they want. The survey study showed that there is administrative complexity, high routines in completing transactions, economic problems related to ownership and financing that affected workers' salaries, as well as the obsolescence of infrastructure, mechanisms and production procedures, which made the sector unable to keep pace with developments and meet the requirements of stakeholders. Under these circumstances, the field is at risk of losing its ability to adapt to the external environment, putting it on the verge of withdrawing from competition and reaching a state of regulatory collapse. Based on this, the main problem is the following question:

"Can employee behavior modeling be used to increase managers' ability to reduce organizational breakdown? From this question, we can raise the following questions:

1. What are the dimensions of behavior modeling and organizational collapse available in the research laboratories?
2. Which dimension of behavior modeling contributes the most to reducing organizational breakdown?
3. What is the nature of the correlation and affinity between behavior modeling and organizational breakdown?
4. Does the availability of behavior modeling dimensions for the study sample contribute to reducing organizational collapse?

### **Second: The Importance of the Study**

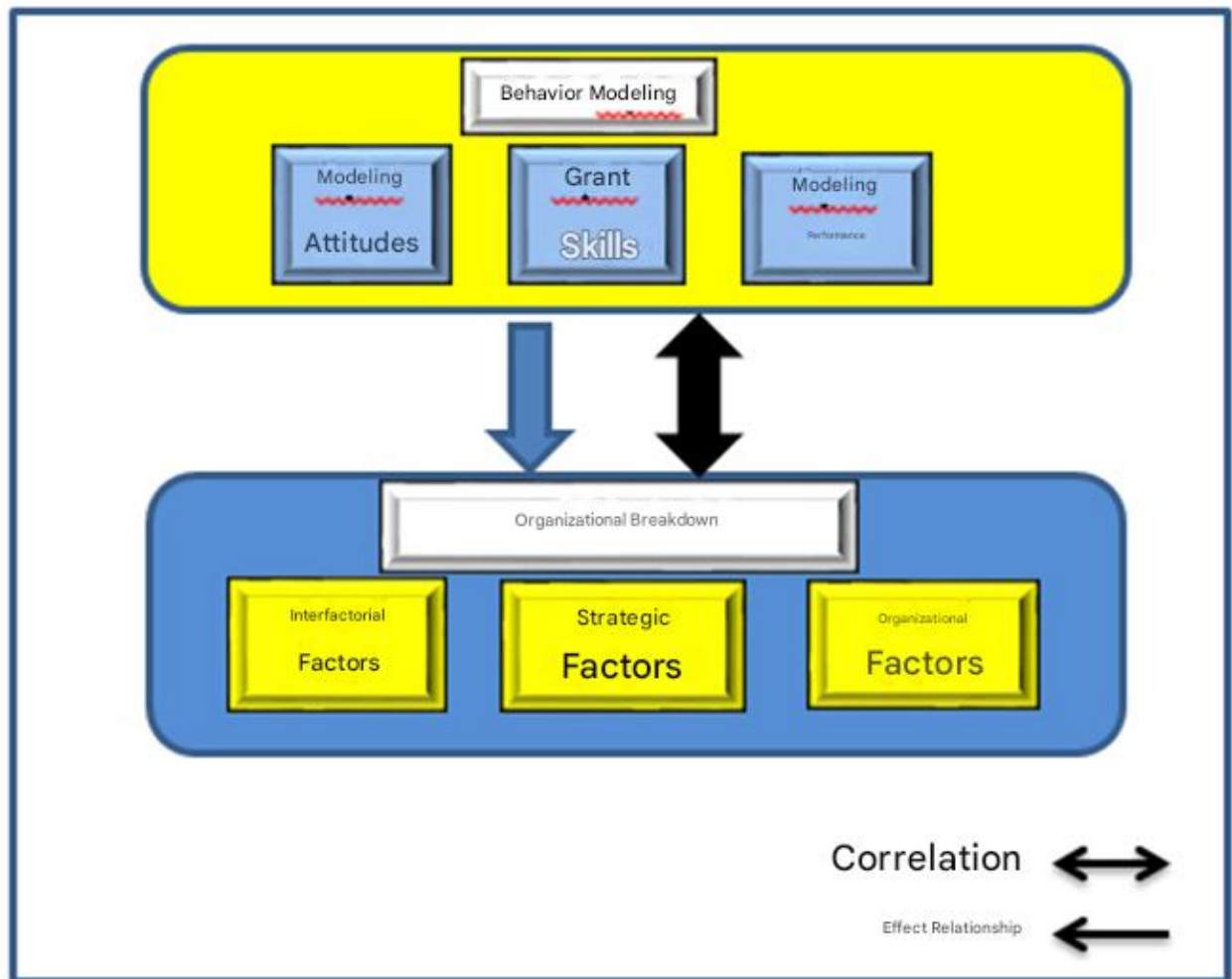
1. The importance of the topic of organizational collapse of business organizations, especially as it foreshadows the imminent exit of organizations from the field of competition, so our study contributes to identifying the main indicators (dimensions) that lead to reaching organizational collapse, and at the same time provides mechanisms to reduce it.
2. The study derives its importance from the importance of the industrial sector in Iraq with its various activities, which necessitates providing the best solutions and mechanisms that contribute to reducing the problems, phenomena and negative situations suffered by organizations working in this sector.
3. The importance of the study stems from the fact that it is a descriptive and analytical study of the psychological aspects of managers by adopting the opinions of the sample members and industrial organizations in dire need of such studies, as it provides them with information about capabilities that can be employed in the service of their various activities, especially in the Iraqi environment, despite the importance of other concepts addressed in the study.

### **Third: Objectives of the Study**

1. Diagnose the availability of both behavior modeling and organizational collapse dimensions in the research laboratories.
2. Identifying which dimension of behavior modeling is most contributing to reducing organizational breakdown.
3. Investigating the nature of the correlation and impact relationship between behavior modeling and organizational collapse in the field studied.

### **Fourth: The Hypothetical Study Plan**

The hypothetical diagram was built in the light of the study problem and its objectives, which clarifies and identifies the main and sub-variables with an indication of the correlation and impact relationships between them, as shown in Figure (1). Accordingly, a hypothetical diagram has been designed for the current study consisting of the first variable that is concerned with modeling behavior as an independent variable with its three dimensions (performance modeling, skills modeling, and attitude modeling), while the second variable is concerned with organizational collapse as an approved variable in its three dimensions (environmental factors, strategic factors, and organizational factors).



**Figure (1) Hypothetical Diagram**

Source: Prepared by the researchers

#### **Fifth: Study Hypotheses**

##### **1. The first main hypothesis**

There is a direct correlation with significant significance between behavior modeling and organizational breakdown.

##### **2. The second main hypothesis**

There is a significant effect of the behavior modeling variable in the organizational breakdown variable.

#### **Sixth: Limitations of the Study**

1. Spatial limits: The study was tested with its hypothetical layout in the cement factories of Sulaimaniyah governorate represented by (Almas, Bazian, Delta, Moulawi, Jasin)
2. Human limits: Represented by managers who have the authority to make and make decisions (directors of formations, heads of departments, and division officials) in the research laboratories
3. Time limits: It was represented in the period of preparation of the practical aspect of the study in the field of study, which extended from 1/10/2025 to 1/12/2025.

### **SECOND TOPIC: THE THEORETICAL ASPECT**

#### **The first theme: Modeling the behavior**

##### **First: The Concept of Behavior Modeling:**

The concept of behavior modeling was referred to in 1974 by researchers (Goldstein & Sorcher) as a means of training managers to deal with subordinates and control their behaviors during observation or interview at work (Bryant & Fox, 1995; Taylor, Russ-Eft, & Chan, 2005). Focusing on the organization's policy and the need to act according to



it, behavior modeling has been defined as: "the tool adopted by the organization to control the behaviors of its human resources and ensure that they do not go outside the scope of the organization's policy and shift from positive behaviors to negative or harmful behaviors that adversely affect them (Greitzer & Hohimer, 2011). Positivity at Work", based on the conclusion of the researchers (Bock & Odell, 2011), behavior modeling is a methodological tool adopted by an organization to simulate the behaviors of its human resources for successful behaviors, in order to invest the resources available to it, especially informatics, in dealing with future developments. Researchers (Law el at, 2017: 2) have pointed out that behavior modeling has emerged as an applied concept of social learning theory that emphasizes the use of training programs to enhance positive motor and psychological skills in human resources. From a behavioral point of view, behavior modeling has been defined as: "the tool adopted by an organization to predict the behaviors of its human resources and then rely on them to achieve consistency in attitudes and behaviors within its culture" (191): Behavior modeling is defined as: "the process by which an organization monitors human resource behaviors to identify their patterns and collect data related to them, and then make decisions about which patterns are best and should be adopted within them" (Dogan et al., 2019, p. 2). One of the training tools adopted by the organization to control the behaviors of its human resources to enhance positivity and eliminate negativity, and then model their attitudes, skills, and performance in a way that aligns with the results it seeks." Many interested parties have emphasized the importance of behavior modeling, through which it is possible to identify the most important standards that must be adhered to when dealing with parties related to the organization's operations inside and outside it in a way that ensures that there is no conflict or conflict of interest that can negatively affect its performance (Silverman, 2001). According to Yan et al, behavior modeling contributes to simplifying the procedures that can be adopted in the implementation of tasks within the organization, as well as making the necessary assumptions to deal with the developments that may occur in the future. This confirms Law el at, 2017: 2) through the training programs for behavior modeling, it is possible to control positive behaviors and skills of human resources, which can be invested in achieving what their organization is seeking.

There are a number of methods that can be relied on in behavior modeling, perhaps the most prominent of which is the use of various training and development programs, or the construction of simulation models that encourage human resources to emulate successful behaviors within the organization, as well as the possibility of setting a variety of standards and foundations that must be adhered to when working within the organization (Hong, Sun, Chen, Taylor-Lange, & Yan, 2016). The organization can model the behavior of its human resources in a way that aligns with its production and strategic directions by modeling the basic components on which their behaviors are based, which are:

### Second: Dimensions of Behavior Modeling:

An organization can model the behavior of its human resources in a way that aligns with its production and strategic directions, by modeling the basic components on which their behaviors are based (Taylor et al., 2005).

- 1. Skills Modeling:** It is the process of teaching and training individuals to master certain skills by imitating others who have high abilities in those skills by identifying successful and advanced skills that are suitable for the activities and tasks of the organization. It implants them in its human resources, by implementing a set of training programs to develop their skills. Skills modeling is not only the transfer of knowledge, but also a learning process. By Observation and Practice (178):2022, (Saul McLeod)
- 2. Performance Modeling:** It is the process of analyzing and repeating activities or behaviors that lead to outstanding and effective performance at work, in the sense that the organization determines the nature of the actions and steps that must be taken to achieve the required levels of productivity. It improves the effectiveness of performance by focusing on behaviors and strategies that lead to the achievement of the desired goals, by implementing a series of seminars and workshops. (Armstrong, Michael, 2006: 123)
- 3. Attitude Modeling:** The organization focuses here on identifying the positive attitudes and psychological and emotional aspects of working individuals that fit its culture, and tries to consolidate them in the culture to which all human resources working in it are committed. These attitudes include the thoughts, feelings, and beliefs that affect the behavior of individuals at work or personal life, so it works to improve them to achieve better results through the implementation of a series of educational meetings and seminars (Kashdan, 2002: 223)

### The Second Theme: Organizational Collapse

#### First: The Concept of Organizational Collapse

Researchers differ on the concept of organizational breakdown. Dorman (2003, p. 35) defines "collapse as the inability to work effectively for a long time due to stress", while Cilliers (2003, p. 29) refers to "a constant negative work-related condition that includes imbalance and negative behaviors resulting from work" (Al-Zuhairi, 2010). (Arslan & Kivrak, 2008, p. 43) reported that collapse "represents the inability of an organization to meet its obligations on time". According to Sowmya and Panchanatham (2011, p. 51), "collapse expresses a state of emotional, mental, and



psychological exhaustion resulting from constant stress and the inability to cope with constant demands. "An individual's sense of helplessness can increase over time as a result of being affected by a breakdown." According to Schaufeli and Peeters (2000), organizational breakdown can be defined "as the deterioration of organizational status as a result of long-term job stress." On the other hand, Garg (2010, p. 66) links "the collapse to the organization's budget and delay in achieving goals and completing projects, which accelerates its inability to keep pace with expectations."

On the other hand, Daft, (2004: 151) stated that an organization faces continuous volatility in its environment. According to Al-Otaibi, 2005: 64-65, this volatility is due to the information revolution, the openness of environments, the increase in inter-interactions, the escalation of competition between organizations, as well as customer behavior, diverse needs, and increasing pressures to reduce costs. Accordingly, Daft (2004: 151) stressed the need for the organization to remain connected to its environment and work hard to identify opportunities and threats with a view to responding immediately to ensure the long-term survival of the organization. Kayes and Yoon (2016) show the aspects of mismanagement, failure of communication, lack of control and review, as well as the presence of imbalance in the decision-making process, poor leadership, mishandling or misinterpretation of information, Yun et al, 2018: 1) pointed out the sudden decrease in the quantity and value of the organization's shares and resources after receiving bad news about the work it does, and (Putri et al, Pignon et al, 2019: 3) The organizational reaction that results from constant stress at work, which in turn contributes to linking many negative outcomes that belong to individuals as well as organizations and even society, while (Pignon et al, 2021: 5) The lack of attachment of the individual to the organization is represented by the negative trends that result from the interaction of working individuals among themselves through a lack of trust between them on the one hand and between management and working individuals on the other hand, which in turn leads to dissatisfaction and will affect This depends on their performance and the tasks they perform.

### Second: Stages of Organizational Collapse

Studies ("Psychological Burnout among Teachers Working with Students with Education in Resource Rooms," 2005) have indicated that the process of organizational collapse can be distinguished through three stages: first, the stage of internal problems and tensions that affect the performance of the organization. Second, the stage of gradual deterioration, where the work, effectiveness, and efficiency of the organization deteriorate. Finally, in the third stage, the total collapse of the organization occurs and the ability to fulfill the required roles and responsibilities is lost.

According to Mokhtar, (2010: 17), the phenomenon of organizational collapse was characterized by four consecutive stages, which are:

1. Involvement Stage: Where the level of job satisfaction is high and growth is at a good level.
2. Stagnation Phase: In this stage, the growth rate slows down and efficiency and performance decrease.
3. Detachment Phase: The stress level rises and the organization begins to think about withdrawal and its presence diminishes.
4. Juncture: It represents the lowest stage in breakdowns, where the organization gives up the ability to think and its irrational actions increase. At this stage, the organization reaches the breaking point and seriously considers quitting the business and withdrawing from the market.

Pretorius (2008), who was more explicit in categorizing the process of collapse in organizations into five main stages, sees that the process of collapse begins with the blindness phase where the organization loses the ability to recognize the problems and challenges it faces and lives in a state of unawareness and ignorance. It is followed by the stage of laziness or laxity, where the organization becomes indifferent and lacks motivation and motivation to achieve goals. Pretorius also ignores the crisis phase, where tension and conflict escalate, challenges become more intense, and it becomes difficult to achieve consensus and stability in the organization. Finally, the organization ends in complete collapse and disintegration, where there is no coordination or structure and it loses identity and viability.

### Third: Dimensions of Organizational Collapse

For the purpose of determining the dimensions of organizational collapse in an accurate and realistic manner that is appropriate to the Iraqi environment and the selected organization as a field of study, and in line with the questions and objectives of the study, the study will rely on the input/output model presented by Arditi (2009), which shows that organizational collapse has three main dimensions, namely:

#### 1. Strategic Factors

There have been significant and fundamental changes in the causes and factors of strategic failure, due to radical shifts in the contemporary environment. Among these transformations, we find the frequent collapse of organizations, the escalation of global competition and the constant search for factors that make them unimitable by competitors. In addition, we have witnessed a revolution in the field of information and technological technologies, and an increase in the processes of globalization and integration between organizations. These transformations are also linked to the empire of giant organizations that have emerged, here organizations have to adapt and face these challenges, and this constitutes A real threat to its continuity. As a result of these fundamental transformations, it has become necessary for organizations to adopt a new management philosophy and use advanced tools and technologies to compete in the



global market to ensure their survival and continuity. Indeed, these factors are the basis for determining the future of the Organization. Therefore, successful organizations are constantly striving to identify and understand these factors to meet and overcome challenges (Bin Habtoor, 2004: 132). It should also be noted that these factors reflect a comprehensive picture of the organization and its goals (Mottaghi & Akhtardanesh, 2010).

## 2. Regulatory Factors

Organizations constitute an organizational framework that greatly influences the activity of individuals. Individuals do not work independently and are not tied to their organizational environment. When this environment is characterized by constraints, rigidity, and repetitive routines, individuals will also be constrained, and will not be able to work outside of their organizational scope. Therefore, this organization determines all aspects of their lives and rules at work (Najm, 2005). The formal organization is built on scientific and practical foundations that help it to exploit the available resources with high efficiency in order to achieve the set goals. This scientific and practical foundation gives the organization the ability to analyze and organize tasks and distribute resources strategically and systematically. Thanks to this organization, the use of available resources is maximized and goals are achieved in an effective manner (Al-Shehri, 1997).

## 3. Environmental factors

An organization's interaction with its environment means that it is influenced by external factors that affect its performance and success. The environment represents any element or circumstance that is not part of the organization itself (Daft, 2004) and can be categorized into an internal environment and an external environment (public, private). The primary purpose of an organization's existence is to convert inputs into outputs (Witczak, Bunds, & Escoto, 2006) and the organizational nature of the organization. Because they represent a fact that cannot be ignored and because these factors have a direct impact on the design of administrative control and the activities of the organization. A number of them may have the potential to change the activities of the organization and threaten its existence by bringing about important changes resulting from continuous interaction with it, which in turn leads to further ambiguity and contradiction in the nature of the relationship between the organization and the surrounding ecosystem.

### Third Topic: The Field Aspect

**First: Describe the field of study and the justifications for its selection:** Determining the location where the studies are conducted is important, and therefore it is necessary to introduce the research community, which is the logical basis on which the field study is based, which paves the way for the selection of the sample that must come in harmony in terms of size and characteristics of the type of study, especially since each community has its own features. Iraqi environment, the general industrial sector represented by the cement factories of Sulaimaniyah province, represented by (Almas, Bazian, Delta, Mullawi, Jasin) has been chosen.

In order to apply the practical aspect of the study, this organization is one of the organizations that has gone through a kind of economic instability towards the conditions that the country has gone through, which was reflected in creating fundamental challenges in the practice of the administrative process, as well as producing pressures on managers on the personal and human level. In light of this, the emergence of the role of managers who have taken it upon themselves to advance the level of the organization and maintain and advance its level of performance amid dynamic environments that are rapidly changing and complex.

**Second: The study population and sample:** The study sample represents that part of the study population that is selected according to scientific foundations, rules and methods, which represents the community correctly, and for our study, the field of study represents the cement factories of Sulaimaniyah governorate, represented by (Almas, Bazian, Delta, Moulawi, Jasin). The community included all the managers working in the cement factories of Sulaimaniyah governorate, represented by (Almas, Bazian, Delta, Mullawi, Jasin) (480 formation managers, heads of departments, division officials), while the study sample was (214) managers, knowing that (250) questionnaires were distributed, but the retrieved from them were (214) questionnaires in a form suitable for statistical analysis, which is a representative sample of its community according to (Morgan & Krejcie, 1970: 608).

### Third: Description and Diagnosis of Study Variables and Dimensions

This study includes a focus on employing the dimensions of behavior modeling for managers and their role in reducing organizational collapse, a questionnaire form was designed to verify this relationship, and included main variables: the independent variable, which is behavior modeling, and the dependent variable, which is organizational breakdown. The behavior modeling variable consists of three dimensions, with each dimension containing a set of questions. The response variable represented by organizational collapse is three-dimensional, and each dimension contains a set of questions. The details of these variables will be explained as follows:

1. Statistical description of the dimensions of the behavior modeling variable: It can be seen through Table (1) that the dimensions of the behavior modeling variable gave response rates differently. Yet, after performance modeling, it



obtained a response rate of 72.728 with an arithmetic mean of 3.636, while after modeling skills, it obtained a response rate of 74.205 with an arithmetic mean of 3.710, and finally after modeling situations. It obtained a response rate of 74.186 with an arithmetic mean of 3.709. For this variable. Note that after modeling skills, it obtained the highest percentage compared to other dimensions.

**Table (1) Statistical indicators of the dimensions of the behavior modeling variable**

No	Dimensions	Arithmetic mean	Response Rate	Ranking
1	Performance Modeling	3.636	72.728	The third
2	Modeling Skills	3.710	74.205	The first
3	Modeling Situations	3.709	74.186	The second
Overall Indicator of Behavior Modeling Dimensions		3.685	73.706	

Source: Prepared by the two researchers.

- Statistical description of the dimensions of the organizational collapse variable: It can be seen through Table (2) that the dimensions of the organizational collapse variable had given response rates differently. Yet, the dimension of strategic factors obtained a response rate of 59.310 with an arithmetic mean of 2.965, while the dimension of organizational factors obtained a response rate of 64.463 with an arithmetic mean of 3.223. Finally, the environmental factors dimension obtained a response rate of 57.553 with an arithmetic mean of 2.877 for this variable. Note that the dimension of organizational factors obtained the highest percentage compared to other dimensions.

**Table (2) Statistical Indicators of the Dimensions of Organizational Collapse**

No	Dimensions	Arithmetic mean	Standard deviation	Divergence coefficient	Response Rate
1	Strategic Factors	2.965	1.159	39.434	59.310
2	Regulatory Factors	3.223	1.101	35.058	64.463
3	Environmental factors	2.877	1.134	39.908	57.553

Source: Prepared by the two researchers.

**Fourth:** Correlation Relationships between Behavior Modeling and Organizational Collapse

In this part, the correlation between market modeling and organizational collapse, and between the dimensions of behavior modeling separately and organizational collapse, were examined, which can be explained as follows:

- The first main hypothesis:** There is a significant inverse correlation between behavior modeling and organizational breakdown.

Through the AMOS program, the correlation coefficient and its significance were found between the behavior modeling variable and the organizational breakdown variable, as shown in Table (3):

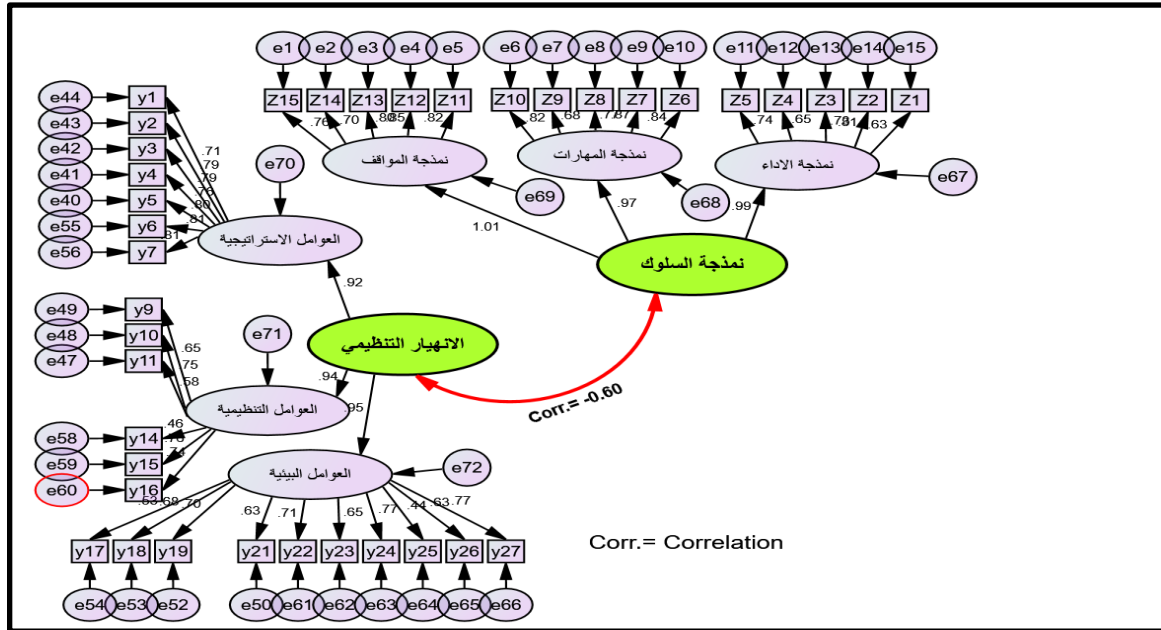
**Table (3) Correlation coefficient between the behavior modeling variable and the organizational breakdown variable**

Variable	Link	
	Measure	Variable Modeling Behavior
Organizational Breakdown Variable	Correlation	-0.60
	P-value	0.003

Source: Prepared by the two researchers based on computer outputs.

Through Table (3), the correlation coefficient between the behavior modeling variable and the organizational breakdown variable was negative, which indicates that the relationship between the two variables was inverse. This relationship appeared as a significant relationship in terms of a value (P-value) where it reached 0.003. This was less than 0.05,

which means the acceptance of the third main hypothesis, which indicates that there is a significant inverse correlation between the behavior modeling variable and the organizational breakdown variable. The correlation between the behavior modeling variable and the organizational breakdown variable can also be illustrated through Figure (2):



**Figure (2) Correlation coefficient between the behavior modeling variable and the organizational breakdown variable**

**Source:** Prepared by the researcher based on the computer output.

It is clear from the above that the more managers adopt behavior modeling by one unit. The less the incidence of organizational collapse will be reduced by (0.60) i.e., when there is a case of adopting behavior modeling for working individuals and encouraging its use continuously, this will lead to a reduction in the incidence of organizational collapse.

**Fifth: Relationship of the Impact of Behavior Modeling on Organizational Collapse**

In this part, the relationships between the impact of behavior modeling on organizational collapse, and the impact of individual behavior modeling dimensions on organizational collapse, have been examined, which can be explained as follows:

**1. The second main hypothesis:** There is a significant effect of the behavior modeling variable in the organizational collapse variable.

Through the AMOS program, the impact relationship and its significance for the behavior modeling variable in the organizational breakdown variable was estimated as shown in Table (4):

**Table (4) Impact Analysis Values of the Behavior Modeling Variable in the Organizational Breakdown Variable**

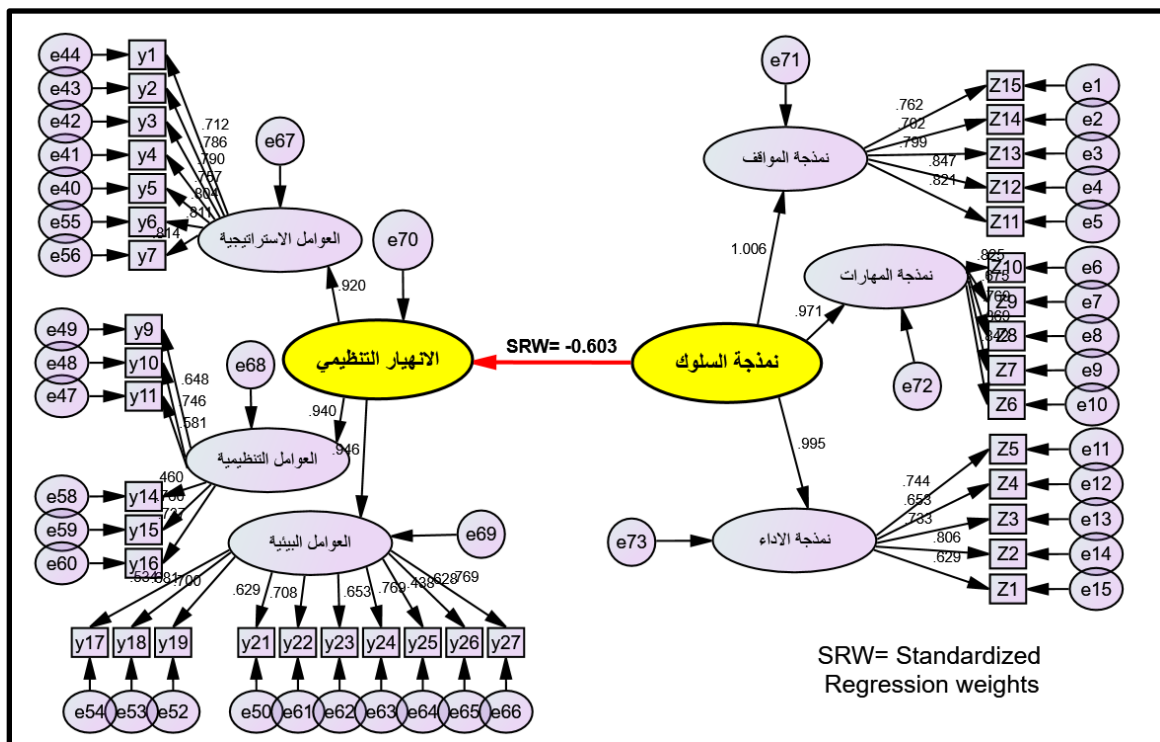
P	Confidence Interval 95%		S.E.	USRW	SRW	The variable affecting it	Impact Path	Variable Affective
	Upper Bound	Lower Bound						
0.003	-0.480	-0.704	0.057	-0.483	-0.603	Organizational collapse	< ----	Modeling Behavior

**Source:** Prepared by the researcher based on the computer output.

Table (4) shows the values of the regression coefficients (estimate) and the standard error value of the estimated value (S.E.), and the confidence interval of 95% and the P-value. It is noted that the relationship between the behavior

modeling variable in the organizational collapse variable was represented by the value of the non-standard regression weights USRW of the behavior modeling variable was -0.483, while the standard value (Standardized Regression weights SRW) was -0.603. This relationship is an inverse relationship between the behavior modeling variable and the organizational breakdown variable through the negative signal of this parameter, knowing that by increasing one unit of the behavior modeling variable, the organizational collapse variable decreases by 0.603 units, and the real value of this parameter ranges between the lower and upper values of -0.704 and -0.480, respectively. The standard error (S.E.) was 0.057, and the value of p (0.003), which appeared less than 0.05 for this relationship, indicates the acceptance of the hypothesis that there is a significant inverse effect of the behavior modeling variable in the organizational collapse variable.

The effect relationship of the behavior modeling variable in the organizational collapse variable can also be illustrated through Figure (3):



**Figure (3) Impact analysis of the behavior modeling variable in the organizational breakdown variable**

**Source: Prepared by the researcher based on the computer output.**

Through this, it becomes clear that if management in the field under study wants to reduce organizational collapse, it must resort to encouraging behavior modeling among working individuals, in order to raise the level of practicing positive behaviors and reduce the level of negative behaviors, which is reflected in improving their skills, behaviors, performance and attitudes, which ultimately affect organizational collapse.

**FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS**

**First: Conclusions**

1. It was found that there is a trend in the research company to adopt behavior modeling for its employees, and this was evident through the availability of the dimensions of behavior modeling, which are represented in (situational modeling, skills modeling, performance modeling). This means that the researched company has real and actual trends to improve the behaviors of the individuals working in it in a way that serves the organizational goals, and contributes to addressing the state of collapse that it is exposed to.



2. The dimension of skills modeling and attitude modeling obtained similar results from the percentages of agreement and even the percentage of performance modeling was close to the first two dimensions. This result shows that behavior modeling has a great role in supporting skills, performance, and attitudes alike.
3. It can be said that the indicators of organizational collapse have appeared in the researched company, and this is indicated by the responses of the researched individuals to the dimensions of organizational collapse (strategic factors, organizational factors, environmental factors). This means that the researched company is going through a state of weak organizational performance. Also, its business results face strategic, organizational and environmental risks that warn of the possibility of exposing it to failures if it does not address these factors according to the developments of the competitive environment.
4. The organizational factors dimension achieved the highest percentage of agreement among the other dimensions of organizational collapse (strategic factors, environmental factors). This result gives us an indication that the officials of the company under study may not take into account the ideas and treatments proposed by the individuals employed, and that there is a state of centralization in the decision, and routine work procedures prevail that limit the cases of creativity at work, which paves the way for the emergence of organizational collapse because of the research company.
5. There is a significant inverse relationship between the behavior modeling variable and the organizational collapse variable. This means that a change in behavior modeling by increasing is accompanied by a significant change in organizational collapse with a decrease, and to find out the explanation of this relationship, we say that whenever the leadership in the research company tends to modify and improve the behavior of employees by modeling their skills, attitudes, and performance. This contributes to reducing the organizational collapse that the research company may be exposed to.
6. The results of the study show that there is an inverse effect relationship between the behavior modeling variable in the organizational collapse variable, i.e., when the behavior modeling of employees is increased by paying attention to their skills, attitudes, and performance, the level of organizational collapse in the research company will decrease.
7. The existence of a significant effect with inverse statistical significance for all dimensions of modeling (modeling performance, attitudes, and skills) in the organizational collapse variable.

## Second: Proposals

1. The need to educate employees in the field of research about the importance and benefits of adopting behavior modeling in the work environment.  
**Implementation mechanism:** Organizing training sessions or workshops to promote awareness of the importance of this concept and how to promote it in the context of work, in a way that reduces levels of organizational collapse.
2. Pay more attention to the skills of working individuals and work on employing positive behavior modeling in refining and developing those skills.  
**Implementation mechanism:** Engaging low-performing individuals in training courses to provide them with the required skills and raise their level of performance.
3. Developing the workplace environment and paying attention to all its components in order to benefit from behavior modeling, and working to develop skills, attitudes, and performance.  
**Implementation Mechanism:** Building an organizational culture that encourages positive behaviors such as cooperation, mutual support, and commitment to ethical values by defining and articulating the organization's core values and applying them in all aspects of the business.
4. Promote organizational stability and reduce the risk of collapse by improving organizational behavior models and directing them towards positivity and productivity.  
**Implementation Mechanism 1:** Adopting strong models that contribute to developing skills, enhancing attitudes and developing performance.  
**Implementation Mechanism 2:** Working on developing new behavioral models that take into account modern challenges in the work environment by conducting a study of different organizational behavior models and evaluating their effectiveness.

## REFERENCES

1. Najm, Aboud Najm, (2005), Knowledge Management Concepts, Strategies and Processes, Al-Warraq Printing and Publishing, Amman, Jordan.
- 2.



3. witzczak, ann& bunds, agate& escoto, Gustavo(2006)" spotting the opportunities on dry-cleaning market" scientific method and undergraduate thesis, malarial University.
4. Dorman, Jeffrey, (2003), "Testing a Model for teacher burnout", Australian Journal of Educational & Development psychology, vol.(3), N.(2).
5. Fcilliers, (2003) "A systems psycho-Dynamic perspective on Burnout". S A Journal of Industrial Psychology, vol.29, no.4, pp.26-33.
6. Garg, Poonam ,(2010), Critical Failure Factors for Enterprise Resource Planning Implementations in Indian Retail Organizations: An Exploratory Study, Journal of Information Technology Impact Vol. 10, No. 1, pp. 35-44.
7. Pretorius, Marius (2008) "Critical variables of Business failure : A Review and classification framework", SAJEMS. NS 11, No.4, PP.408-430.
8. Schaufeli, W. B. and Peeters, M. C. W.,( 2000). "Job Stres and Burnout among Correctional Officers: A Literature Review", International Journal of Stress Management 7(1), pp. 19-47.
9. Sowmya, K. R. & Panchanatham, N.,(2011),Job burnout: an outcome of organizational politics in banking sector , Far East Journal of Psychology and Business Vol. 2 No 1, January ,pp49-58.
10. Kayes, D. C., & Yoon, J. (2016) : The breakdown and rebuilding of learning during organizational crisis, disaster, and failure. Organizational Dynamics, 2(45), 71-79.
11. Mottaghi, H. & Akhtardanesh, H. (2010) "Applying fuzzy logic in Assessing the readiness of the company for implementing Erp", word Applied Sciences Journal, vol.3, No.8, PP.354-363.
12. Bryant, E. Scott & Fox , K. Stephen (1995) Behavior modeling training and generalization : interaction of learning point type and number of modeling scenarios , journal The Psychological Record, Vol 45 : pp 495-503.
13. Taylor, Paul J. & Russ-Eft, Darlene F. & Chan, Daniel W. L. (2005) A Meta-Analytic Review of Behavior Modeling Training, Journal of Applied Psychology, Vol 90, No 4 : pp 692-709.
14. Greitzer, Frank L. & Hohimer, Ryan E. (2011) Modeling Human Behavior to Anticipate Insider Attacks, Journal of Strategic Security, Vol 4, No 2 : pp 25-48.
15. Bock, Conrad & Odell, James (2011) Ontological Behavior Modeling, Journal of Object Technology, Vol 11 : pp 1-36.
16. Yan, Da (2015) An occupant behavior modeling tool for co-simulation, journal Energy and Buildings, Vol 3 : pp 1-10.
17. Al-Shehri, J. A. (1997). *The Impact of Official Organizational Factors on the Performance Effectiveness of Medical Services in the National Guard: An Applied Study on King Khalid Hospital for the National Guard in Jeddah.* (Master's). King Abdulaziz University, College of Economics and Administration,.
18. Al-Zuhairi, M. A. K. (2010). *The Role of Managing Critical Success Factors and Organizational Citizenship Behavior in Preventing Organizational Collapse.* (Master's). University of Kufa, Unpublished
19. Arditi, D. (2009). *The risk of contractor default.* Paper presented at the Proceedings of Fifth International Conference on Construction in the 21st Century (CITC-V), Istanbul, Turkey.
20. Arslan, G., & Kivrak, S. (2008). Critical factors to company success in the construction industry. *World Academy of Science, Engineering and Technology*, 45(1), 43-46.
21. Bock, C., & Odell, J. (2011). Ontological Behavior Modeling. *J. Object Technol.*, 10(3), 1-36.
22. Bryant, S. E., & Fox, S. K. (1995). Behavior modeling training and generalization: Interaction of learning point type and number of modeling scenarios. *The Psychological Record*, 45(3), 495-503.
23. Cilliers, F. (2003). A systems psycho-dynamic perspective on burnout. *SA Journal of Industrial Psychology*, 29(4), 26-33.
24. Daft, R. L. (2004). *Organization theory and design:* South Western Educational Publishing.
25. Dogan, O., Martinez-Millana, A., Rojas, E., Sepúlveda, M., Munoz-Gama, J., Traver, V., & Fernandez-Llatas, C. (2019). Individual behavior modeling with sensors using process mining. *Electronics*, 8(7), 766.
26. Dorman, J. (2003). Testing a model for teacher burnout. *Australian Journal of Educational & Developmental Psychology*, 3(1), 35-47.
27. Garg, P. (2010). Critical failure factors for enterprise resource planning implementations in Indian retail organizations: An exploratory study. *Journal of Information Technology Impact*, 10(1), 35-44.
28. Greitzer, F. L., & Hohimer, R. E. (2011). Modeling human behavior to anticipate insider attacks. *Journal of Strategic Security*, 4(2), 25-48.



29. Hong, T., Sun, H., Chen, Y., Taylor-Lange, S. C., & Yan, D. (2016). An occupant behavior modeling tool for co-simulation. *Energy and Buildings*, 117, 272-281.
30. Kayes, D. C., & Yoon, J. (2016). The breakdown and rebuilding of learning during organizational crisis, disaster, and failure. *Organizational Dynamics*, 2(45), 71-79.
31. Mottaghi, H., & Akhtardanesh, H. (2010). Applying fuzzy logic in assessing the readiness of the company for implementing ERP. *World Applied Sciences Journal*, 8(3), 354-363.
32. Najm, A. N. (2005). *Knowledge Management Concepts, Strategies and Processes*, . Amman, Jordan: Al-Warraq Printing and Publishing.
33. Pretorius, M. (2008). Critical variables of business failure: A review and classification framework. *South African Journal of Economic and Management Sciences*, 11(4), 408-430.
34. Psychological Burnout among Teachers Working with Students with Education in Resource Rooms. (2005). *ournal of um Al-Qura University for Educational, Social and Humanistic Sciences*, 17(2).
35. Schaufeli, W. B., & Peeters, M. C. (2000). Job stress and burnout among correctional officers: A literature review. *International Journal of stress management*, 7(1), 19-48.
36. Silverman, B. G. (2001). More realistic human behavior models for agents in virtual worlds: Emotion, stress, and value ontologies.
37. Sowmya, K., & Panchanatham, N. (2011). Job burnout: An outcome of organizational politics in banking sector. *Far East Journal of Psychology and Business*, 2(4), 49-58.
38. Taylor, P. J., Russ-Eft, D. F., & Chan, D. W. (2005). A meta-analytic review of behavior modeling training. *Journal of applied psychology*, 90(4), 692.
39. Witczak, A., Bunds, A., & Escoto, G. (2006). spotting the opportunities on dry-cleaning market" scientific method and undergraduate thesis, malarial University.