

The Mediating Effect of Sustainability between Organizational Cloning and Organizations Performance in Manufacturing Industry

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Abstract: *Organizational Cloning (OC) plays a key role in the progress and development of Organizations Performance (OP) by focusing on Sustainability (SU) as a mediator and, helping to increase equal opportunity and organizational development. The Iraqi Ministry of Industry is always interested in the good performance of industrial establishments and improving their manufacturing industry. A field study was conducted on Al-Kufa Cement Factory in Iraq. It is one of the most efficient plants in the production of cement, The Iraqi government is working on the construction of plants in other cities will be copied from the AL-Kufa Cement Factory. The questionnaire was distributed to 238 employees and 232 questionnaires were obtained and the respondent's percent was 97%. The Likert 7 questionnaire was used and analyze statistical data by SPSS and SmartPLS and, was the result of the relationship between Organization Cloning (OC) and the Organizations Performance (OP) supported, $r = 0.359$, ($r = 0.359$, $p < 0.05$). There is significant mediator effect of Sustainability (SU) between (OC) and (OP) of supported. Factories in Iraq suffer from many problems and after reviewing the literature, there was a significant relationship between the factors of the cloning organization and organizations performance and Sustainability as a mediator. A number of previous studies have focused on how to eliminate the problems facing organizations. The purpose of this study is to suggest a framework on the impact of the organizational cloning on organizations performance. For the research methodology, the data will be collected from the employees of Kufa Cement Factory in Iraq. A base on the authors of the revised literature review framework of organizational cloning. Typically, future institutions will help to improve manufacturing industry.*

Keywords— *Organizational Cloning, Organizations Performance, Sustainability.*

I. INTRODUCTION

The whole world focuses on the state of endless cognitive competition in a highly complex and turbulent environment, whether the disorder is natural or artificial and the world is on the brink of collapse (Knoke, 2018) (Ali, Hameedi, & Almagtome, 2019), (Almagtome, Shaker, Al-Fatlawi, & Bekheet, 2019). Which requires the creation of organizations simulating the original organizations and working on the cloning of these organizations, whether reproduced in part or wholly so lies our theoretical problem Balti; Is it possible for organizations to replicate themselves to cope with the high-volatility environmental variables and plant themselves elsewhere (Crane, Matten, Glozer, & Spence, 2019). According to Li, Du, and Long (2019) there are several problems facing the expansion of organizational cloning Uyun (2019); Lack of institutions with high productivity, Lack of multiple institutions that support the

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government economy, Large institutions are subject to obsolescence, Lack of government support for organizational cloning Schenkel (2017). The importance of studying: For our study this is the future importance of the survival of organizations with long-term productionally, especially cognitive organizations that cannot be imitated or have knowledge that cannot be shared Schleper (2017). The objectives of the study to build organizations capable of reproducing themselves if they are exposed to environmental hazards that threaten their survival Power (2019). The concept of organizational cloning as an idea taken from human cloning, which was called by Joshua, a scholar of genetics in 1966, The idea of organizational cloning is based on the fact that there are organizations that cannot be replicated because of the knowledge they possess and, that the building of such organizations requires decades Tamburri *et al.*, (2019). There are many difficulties and complications in the formation or the first Difficulty in the life cycle of organizations Buhmann (2019). As well as the environmental effects that could end the life of these organizations due to natural or environmental disasters or any emergency may occur because of the expected changes to the anger of nature and the future global change possible van *et al.*, (2018). Sustainability is defined as an environmental term that describes how biological systems remain diverse and productive over time Maruta *et al.*, (2017).

These problems caused the total destruction of these bodies with a healthy body so it must be reproduced and planted in multiple places to maintain the fact that the new organization will be a replica of the mother. Organizational cloning has two dimensions Vătămănescu *et al.*, (2018): 1. Organizational therapy. It is a process of cloning cells or organizational parts of a healthy organization characterized by health and organizational well-being and use of this part as a treatment for a weak or sick organization in one location or another place for the recovery and preservation of the disappearance and these parts that may be transfer technology or implicit knowledge cannot be imitated or head Intellectual property, software, materials, number, machines, strategic thinkers, creative methods of production, etc Dar *et al.*, (2018). 2. Organizational production: There are some organizations that are important and leading and cannot be compensated if their life cycle ends Parrilli (2019). So here we are creating a new organization replica of the mother organization which is completely cloned instead of partial reproduction and planting this copy in a new place, or another country or in a new market in order to stimulate the strategies of competitive invasion of production after the global openness and, the tremendous development in digital technology, which led to the beginning of a new world of digital organizations that believe in digital reproduction and the beginning of the global digital conflict, which requires the implantation of organizations cloned new land or blue markets Chen *et al.*, (2018).. The organization can be defined, as a clone is the formation of a new organization of old and, brilliant organizations and reconditioned and planted in a new environment using cells or some of the parts taken from another organization called mother and, this cloned organization is identical in all characteristics and characteristics with the original parent organization and there are three basic steps to form the organization clone Gonzalez (2018).

1. A healthy, healthy and healthy part of an organizational body shall be taken away from the organizational organization. This part or component of the original organization shall be extracted so that it will not be affected and separated from it to be cultivated in a new organization, new location or market or for a new competitive position to reduce competition.

2. This part is separated from the first organization to the place of shelter in another organization and this is called therapeutic cloning, but if new cultivation in a new place called reproduction Holm, S. (2017).

3. to conduct some administrative work to merge the parts between them through administrative thinking or administrative storm and, sometimes called the organizational shock to reduce the cases of organizational alienation in order to achieve the success of the merger and reduce the tensions and organizational conflict, if found to reach synergies among the parts of the nascent organization Independent entity from the parent organization.

There were some giant companies that relied on cloning but using new strategies in new environments. This was confirmed by Mika *et al.*, (2017) as happened in the Canadian communications giant Rogers when it created a new organizational version under the new name (Fido) as well as the Canadian national telecommunications company Bell, where they cloned new organizations in new places and with new names (Wind).

II. LITERATURE REVIEW

2.1 Organizational Cloning (OC)

Before an organization can assess the use of organizational cloning, it requires effective and significant change in its performance. organizational cloning is defined "as the creation of exact copies of digital media or software organizations". Organizational cloning in this research is independent variable. Sustainability as a mediator helps to implement organizational cloning in organizations performance through the participation of stakeholders (employees). Collaboration among staff helps to successfully organizational cloning as well as focus on their performance experience. Thus, producing long-term success. To ensure continuous improvement there is a need to follow up the performance of organizational cloning through the provision of services, facilities and modern information. Shown Figure 1, research framework El-Ramady *et al.*, (2017).

H1: Relationship between Organizational Cloning (OC) and Organizations Performance (OP):

Organizational cloning emphasizes the creation of the best institutions to improve production outputs in factories. Sustainability as a mediator plays a major role in creating organizations performance. Organizational cloning enhances the sound and successful management of high-quality service for organizations performance. The role of organizational cloning can be summarized as follows: "There is a common understanding of the expansion and the need to raise production efficiency; In order to do this for continuous improvement, the leadership creates an institution, provides systems and resources to support the process, and everyone contributes to the services provided" to the user. Moreover, organizational cloning must achieve the continued objective of future organizations to achieve continuous improvement (Howcroft *et al.*, 2019), (Ali, Almagtome, & Hameedi, 2019), (Al-Wattar, Almagtome, & AL-Shafeay, 2019). All barriers to organizational cloning should be removed and important to organizations performance to improve continuity of safety research by focusing on sustainability as a mediator. The pivotal feature of each organization is the best level of production. Cites that indicates that institutional staff have a role in the success of organizational cloning. Active staff also tend to spend more time monitoring the performance of organizational cloning to achieve more effective organizations performance. In this study we will find the relationship between organizational cloning and organizations performance and to determine the importance of the results achieved through the questionnaire distributed to employees and will be use SPSS and SmartPLS 3 to analyze the results of statistical data. The Likert 7 scale will also be used in the questionnaire Fathollahzadeh *et al.*, (2019).

H2: Relationship between Organizational Cloning (OC) and Sustainability (SU).

The relationship between organizational cloning and sustainability has a positive impact. This helps to improve the efficiency of organizations performance through sustainability by stakeholders (employee) in the development of organizations performance. This is created from previous relevant experimental studies. Sustainability should be defined as an intermediate variable on the two main variables (organizational cloning and organizations performance) in order to measure its ability to mediate between the parties. Thus, this hypothesis was set to measure the impact of sustainability on organizations performance. The test result will be used to measure the strength of sustainability as an intermediate agent Abdullah *et al.*, (2019).

H3: Relationship between Sustainability (SU) and Organizations Performance (OP):

Relationship between sustainability and organizations performance to determine the type of relationship. This helps to improve the efficiency of organizations performance by using sustainability as a mediator that focuses on organizational cloning. This is also based on previous experimental work. Sustainability has been found as already described in the literature review context to be able to mediate between organizational cloning and organizations performance. Therefore, this hypothesis was established to prove this assertion. Sustainability and organizations performance are the two main variables to be used and tested in relation to their relationship and impact (Guy, 2017).

2.2 Organizations Performance (OP)

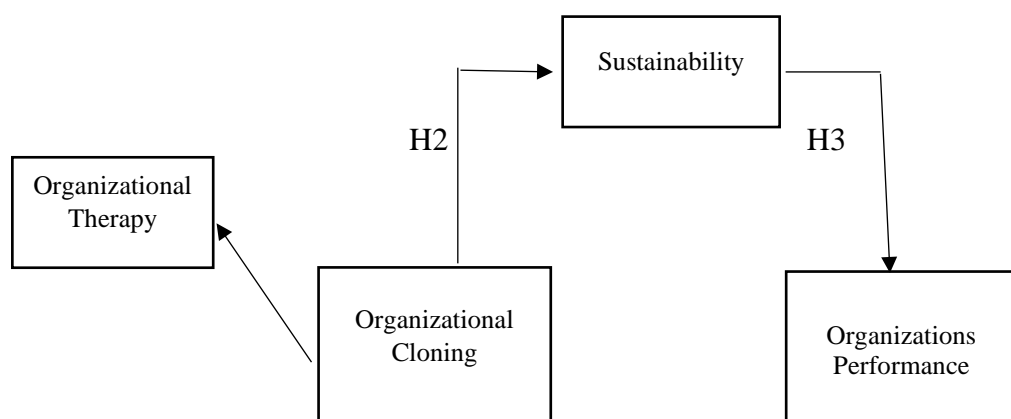
In previous research was addressed to the subject of immune regulation and verified the research from. It is possible to treat a diseased or non-healthy organization through the acquired or non-acquired regulatory immunity transferred to it from another healthy organization. This article is intended to complement the previous researches and to find a theoretical philosophy for cloning new organizations with specification Giersing *et al.*, (2017), Kbelah, Almusawi, & Almagtome, 2019), (Khaghaany, Kbelah, & Almagtome, 2019), (Almusawi, Almagtome, & Shaker, 2019). The same organizational characteristics of the original and this is what actually happened with plants and animals and even human and there are two ways to find the cloned. The main task of cloned industrial enterprises is to achieve the desired objectives. Thus, the cloned parameter performance generates high-quality results for the product. Achieving this is the task of industrial enterprises production level within organizations. The main criterion for performance in laboratories as shown by research is the high achievement of high-quality production as measured by standard tests and the organizational performance of this dependent variable search. Where institutional staff play a significant role in sustainability and performance improvement Zha *et al.*, (2018).

2.3 Sustainability (SU)

Sustainability is defined as an environmental term that describes how biological systems remain diverse and productive over time. Sustainability helps to develop organizational performance through the application of organizational replication. Therefore, sustainability is aimed at continually changing organizations' performance for the better, thus helping to develop manufacturing industries in Iraq. Sustainability by stakeholders (employee) is an important factor for organizational cloning to succeed work in another place (Bhatia *et al.*, 2018).

III. RESEARCH METHODOLOGY

The literature on the research issue was determined to determine the preliminary experimental study. Organizational cloning focuses where possible; A conceptual framework was in this study. Most previous studies show a positive relationship between organizational cloning and organizations performance. Most studies have shown that organizations performance have improved when applying organizational cloning to productive institutions. A total of 234 questionnaires were distributed of staff. 234 questionnaires representing about 98% of the response rate were returned and, the correct answers were 232, and 2 of them were missing. This experimental study was conducted in Al-Kufa Cement Factory. It was used in the Likert 7 questionnaire when distributed to staff. And the location of this plant in the city of Kufa / Iraq. In this study will be used SPSS and SmartPLS 3 system in the analysis of statistical data to determine the results of the hypotheses. Shown Figure 1, research framework Hejase *et al.*, (2018).



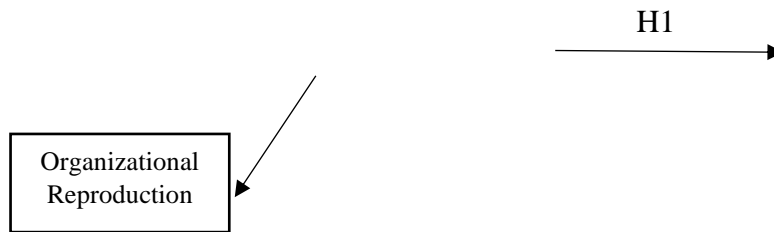


Figure 1: Research framework

IV. RESULTS

This section will explain the results and is composed of two sections. First is the measurement model that explain the validity and reliability of the respondents Second is the structural model that explained the relationship between independent variable and dependent variable and a mediator.

4.1 Measurement model

It is necessary to evaluate the data before final analysis. So, this study analyses the measurement model to verify the reliability and validity of the instrument. Figure 2 shows that all factors loading is more than 0.8. Thus, reliability has been assessed.

Meanwhile, Table 1 shows that all the required threshold values are between the rages. Thus, current instrument is validated and reliable. Shown Figure 2.

Table 1: Reliability and validity

The discriminant validity authority is to emphasize the extent of the difference between the elements or the measurement of concepts and focus on the importance of studying the interrelationships between the standards of overlapping structures. Table 2 shows all the values are fulfilling threshold criteria. Shown Figure 2.

Table 2: Discriminant validity

	OC	OP	OR	OT	SU	
OC	0.714					
OP	0.541	0.733				
OR	0.418	0.375	0.818			
OT	0.288	0.361	0.233	0.761		
SU	0.295	0.299	0.219	0.336	0.846	ed
					(AVE)	
OC	0.911		0.925		0.510	
OP	0.874		0.901		0.537	
OR	0.900		0.924		0.670	
OT	0.854		0.892		0.579	
SU	0.917		0.937		0.716	

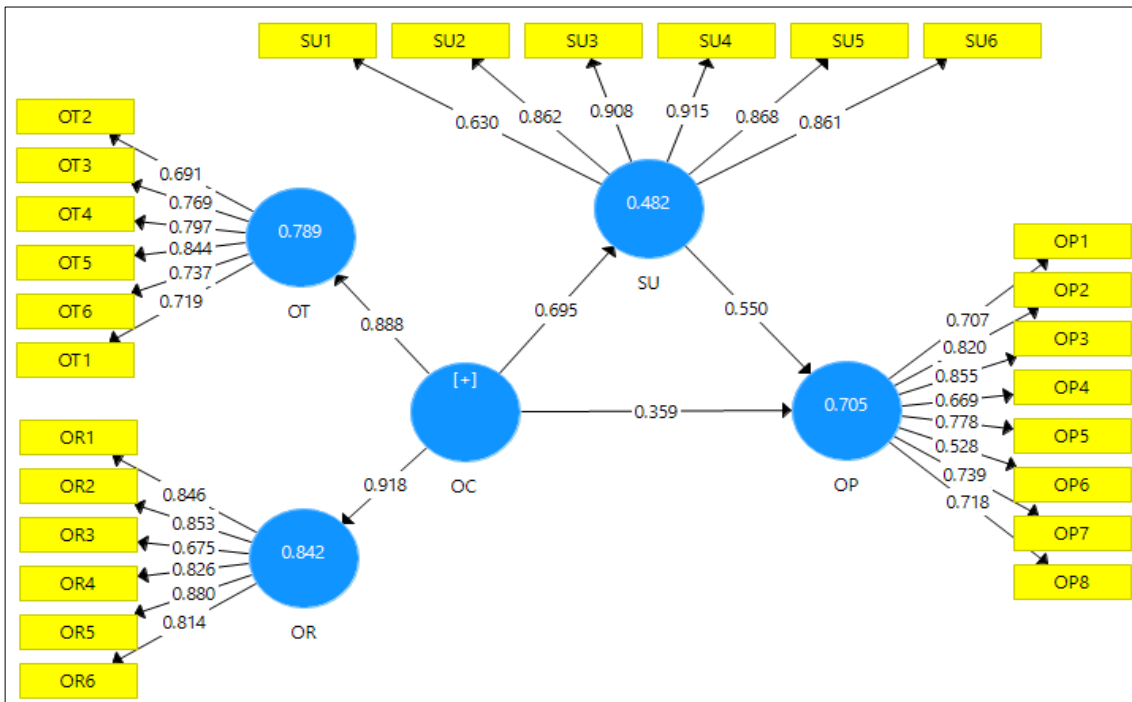


Figure 2: Measurement model

4.2 Structural model

The structural relationship in the research is realized by the outcome of the hypothesis. Table 3 reveals OC has a positive effect on OP and this relationship is significant at 0.05. While the relationship between OC and SU is also positive and the relationship between SU and OP is also positive significant is at 0.05 Debez *et al.*, (2017). The study suggests first that the external and internal environment affect the implementation of organizational cloning. Subsequently, the organizational cloning model implemented in many outcomes was reflected in the performance of innovation. Which focuses on the fact that the objectives of the organizational cloning are to support organizations performance to improve the outputs of the highest quality, to reduce any negative outcomes that may be obtained and improve the outputs for the development of Manufacturing Industry. The study, after compiling and analysing results of previous studies found that organizational cloning is quite applicable in manufacturing industry. Shown Table 3, and Figure 3, relationship between variables Hair *et al.*, (2017).

Table 3: Structural Relationship

Hypothesis	Relationship	Beta-value	t-value	Result
H1	OC → OP	0.359	6.185	Accepted
H2	OC → SU	0.695	15.642	Accepted
H3	SU → OP	0.550	9.832	Accepted

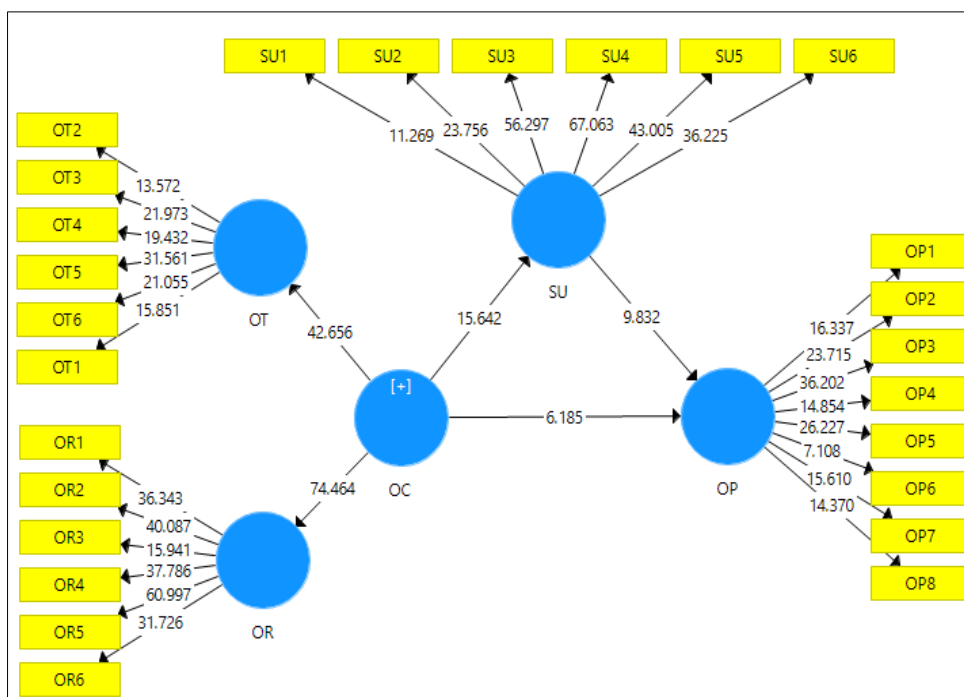


Figure 3: Structural model

V. CONCLUSION AND DISCUSSION

The aim of organizational cloning is to improve the organizations performance. The purpose of this study is to see whether sustainability as an intermediary implements systematic cloning by staff in its system, which will increase the performance of organizations in Iraq. In many studies, it has been shown that organizational cloning improves the functioning of organizations in many demographics. It has become necessary for Iraq to focus more on organizational cloning to avoid problems in the lack of manufacturing industries. This paper aims to propose a framework that helps system administrators in organizational cloning improve organizational performance. It can be concluded that transformational production managers should focus on organizational cloning to improve the performance of organization the same time, it has been empirically verified that regulatory cloning is appropriate for the development of production in Iraq. It has also been found that continuous improvement and customer satisfaction play a vital role in the development of performance. The current study proved empirically the relationship between organizational cloning and organization performance and found that all relationships are positive and supported. This study contributed to literature through the application of organizational cloning in the manufacturing industries in Iraq. At the same time, this study will assist in the organizational cloning of future studies. Sustainability can be verified as a mediator between organizational cloning and organization performance.

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