

Impact of the Creative Demolition Management in Improving of the Business Organizations Performance in the Jordanian Hashemite Kingdom A Case Study of Jordanian Phosphate Mines Company

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Abstract

This study aims to determine the reality of the creative demolition management in Jordanian business organizations and to detect on the level of improvement of the quality of services in the business organizations in the Kingdom. The study also sought to identify the role of the creative demolition management in improving the performance level in the business organizations, and whether there are differences in views of the sample about the impact of the creative demolition management in improving the performance of the business organizations according to the personal and functional variables. The scientific approach, which combines among descriptive and analytic methods were used, A sample of (500) respondents was selected from the total study population of (4320) employees from various works and activities, whether technical or operational or mining, engineering and administrative works. The number of questionnaires approved for analysis (420) questionnaire representing (10%) of the total study population. The results showed that the creative demolition management in its three axes combined as a whole has a significant impact on improving the performance. The results indicated that these axes are responsible for interpreting 46% of the changes. At the end of the study, the researcher presented a number of recommendations to the concerned authorities to increase the importance of developing its procedures and productivity processes through the practice of the creative demolition management, since there is a close relationship between these practices and improving the performance level, and conducting further studies in this field.

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1 Introduction

The development and progress of the role of the state has enabled the administration in the modern state to be strong and able to meet the challenges. These challenges have shown the need for new flexible dynamic administrations and individuals capable of managing the administrative system. Competencies capable of leading the development process and pushing the organizations to achieve high degrees of efficiency and productivity (Al-Lozi, 2012).

The development and its dimensions of the axes with overlapping relationship, interacting, and intertwined with each other, and as a result of this overlap and differences, there were many attempts, trends and perspectives, and the reason for these differences is that each team tried to prove the point of its own view, so it is difficult to conceive of economic development with a Administrative, political, social or cultural backwardness (Al-Seran, 2012).

Accordingly, organizations seek to bring about the necessary changes to adapt to the profound developments caused by the challenges of globalization, and the revolutions of the successive information technology and communications, which makes it imperative for every organization would like to stay, or want to increase its competitiveness to rapidly change its practices and beliefs and re-thinking of all its activities.

These challenges have led to the adoption by organizations of new administrative concepts to adapt to these variables, bridging the gap between what they are and what should be (Ababneh and Al-Taweel, 2009).

So, it is compulsory for senior management to think in modern creative ways to achieve high performance through the use of the best human and material resources. The introduction of creative demolition is a new model that includes creative ideas and effective procedures to improve and develop organizations and institutions and improve the abilities of managers by building new visions from facing these challenges and keeping pace with scientific and technological development (Al-Douri, 2008).

2 The Study General Framework

2.1 The Study Problem and its Questions

The appearance of the emergence of giant conglomerates based joint consortia, technological mega-successive and successive massive and outputs in the areas of modern communication and information management, and the possibility of loss of opportunities for organizations, and the emergence of challenges in the business

environment and developments; pay a researcher to look at the problem of the study, which is to try to find the reality of the demolition of creative management In business organizations in the Jordanian Hashemite Kingdom and its impact on improving performance. Hence, the study problem can be summarized by the following two main questions:

1. What is the impact of the creative demolition management on improving the performance of the business organizations in the Jordanian Hashemite Kingdom?
2. Are there exists significant differences between the target audience's views about the impact of creative demolition management in improving performance of the business organizations according to the personal and functional variables?

2.2 The Study Importance

The importance of this study lies in the following points:

1. Helps on urge the managers and leaders on creativity and innovation, and keep pace with development, adoption, especially strategies in field of the planning strategy, technology methods, tasks and activities, and individuals' attitudes and their skills.
2. It is a reference guide for managers and heads of business organizations, and helps to develop their knowledge, their skills and abilities in order to raise the level of improving the quality of services in the Jordanian Phosphate Company.
3. This study derives its importance from the expected future interest, and the amount of return that can be achieved by the Jordanian government sector, and implications for society if its results and recommendations are taken.
4. To enrich the scientific library and scientific research in concept of the creative demolition management and its role at the local level.
5. The importance of this study is emphasized in its modern subject, which has become the basis of the concerns of the modern organizations.

2.3 The Study objectives

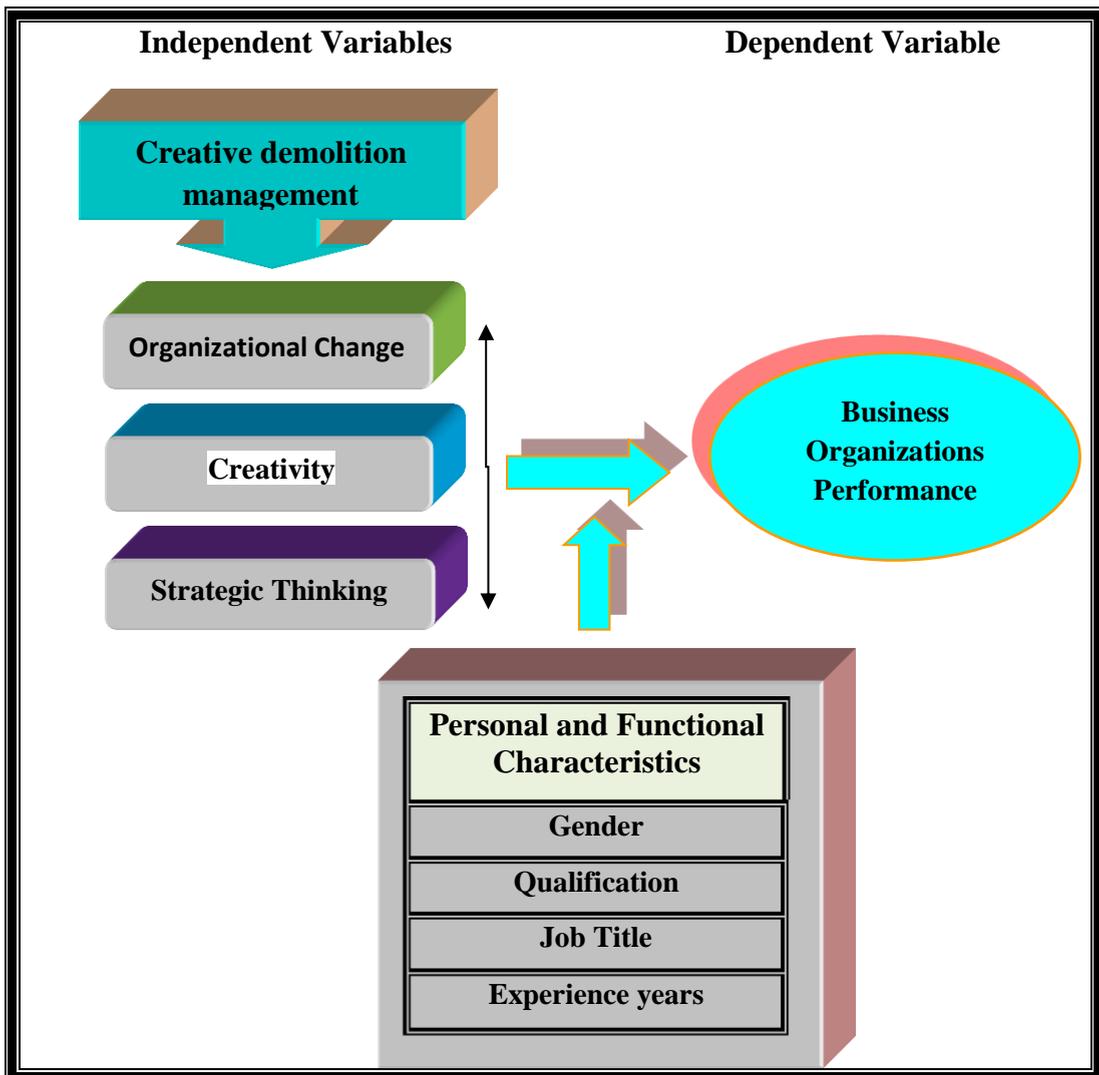
This study seeks to achieve the following objectives:

1. To identify the reality of the creative demolition department in business organizations in the Jordanian Hashemite Kingdom.
2. Revealing of the improvement level in the services quality in business organizations in the Jordanian Hashemite Kingdom.
3. To identify the impact of the creative demolition management in improving the performance level in business organizations in the Jordanian Hashemite Kingdom.

4. Revealing of the differences between the sample views about the impact of the creative demolition management in improving the performance of business organizations according to the personal and functional variables.

2.4 The Proposed Study Model

In light of the study problem and its questions and objectives, and the study importance, was formulated the proposed study model to describe the relationship between the study variables (Impact of the creative demolition management in improving the business organizations performance in the Jordanian Hashemite Kingdom. As shown in Figure No. (1) below:



Source: Prepared by the researcher.

Figure (1): The Proposed Study Model

2.5 The Study Hypotheses

1. First main hypothesis

H₀₁: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for the creative demolition management in terms of its dimensions (organizational change, creativity, and strategic thinking) in improving the business organizations performance in the Jordanian Hashemite Kingdom.

It stems from the first main hypothesis (3) sub-hypotheses as follows:

H₀₁₋₁: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for **organizational change** in improving the business organizations performance in the Jordanian Hashemite Kingdom.

H₀₁₋₂: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for **creativity** in improving the business organizations performance in the Jordanian Hashemite Kingdom.

H₀₁₋₃: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$), for **strategic thinking** in improving the business organizations performance in the Jordanian Hashemite Kingdom.

2. Second main hypothesis:

H₀₂: There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to the personal characteristics of (gender, scientific qualification, job title and experience years).

It stems from the second main hypothesis (4) sub-hypotheses as follows:

H₀₂₋₁: There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**gender**).

H₀₂₋₂: There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**scientific qualification**).

H₀₂₋₃: There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**job title**).

H₀₂₋₄: There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**experience years**).

3 The Theoretical Framework and Previous Studies

3.1 The Theoretical Framework:

3.1.1 The Creative Demolition Concept:

The challenges faced by modern management need to work to bring about a comprehensive development and development management in particular has been imposed as the attention to the administrative aspects is the means by which the creation of social and cultural comprehensive economic development, as the owner of interest in the creation of administrative development attention aspect of the oversight on the grounds that the positive control is the only means by which to eliminate all imbalances and distractions faced by the administrative apparatus in business organizations (Canaan, 2009).

Anderson, 2004, has devoted his interests in technological innovation, demolition or creative demolition construction as a driver for the process of the then capitalist leadership, through which the payment of the traditional patterns of demise through innovation in the creation of new industries working to improve and develop the capacity of organizations to renew their activities, actions and climate, especially where the prevailing culture with a focus on all that is new and creative and innovative.

According to (Al-Duri, 2008), that (Schumpeter) was seen that the demolition of creative is not a result of the expression of literary as it is not a partial intellectual exciting but it is an expression of the leadership of the capitalist American economy development in terms of social and economic conflicts, so it has to be the actual application of these visions is set to demolish and build a creative. It also sees the creative demolition as bringing about something new followed by the disposal of something old, and thus the destruction of old ways and traditional structures in favor of the new structures embodied in modern ways to their administrations.

That concept is confirmed which stated at (Al-Tarawneh & Al-Sarairah 2012) of the creative demolition definition as a competitive process purely lead to excellence, and thus a competitive advantage and outperform competitors in terms of flexibility in the air conditioning and compatibility with the regulatory environment as a framework for business development focused on the future and develop a future vision.

Kasbeh (2015) has been define the creative demolition as a process to implement a set of new elements and products from which to determine the organizational and productivity of old patterns by adopting flexible production methods, where the operation and adoption of automatic machines.

Al-Qureshi (2008) was seen that the continuous pursuit must be done to replace the new concepts and principles in a traditional or total manner, leaving competition between them to lead to an increase in competencies and productivity, thus creating organizations that take modern administrative approaches to keep pace with contemporary global variables and developments to redesign their structures from top to bottom, assuming continuity to acquire the organizations new features, and demolition of all that is marginal in the overall performance of the organizations without losing the basic standards of operations. This is accomplished through the embodiment of the creative concept demolition to ensure the long-term competitiveness of the organization's performance as a strategic option with clear aspects and features of the internal and external environment.

Mazzucato (2004) confirms that continue to blow up what is old and embrace new ideas and principles based on the creative technology leads to uneven economic pace of the process so switch and replacement; as it this way, there is a scheme conscious based on decisions to make progress improvements depend through the timing of accurate and informed. However, the majority of employees in business organizations seek to favor of the work based on less competitive functional and environmental pressures to seek dynamic balance.

Gonzalez (2009) explain that the creative demolition is only in response to the internal and external competitive conditions of the organization that will enable it to survive and survive by excluding old patterns and organizational principles and creating new creative and innovative systems where the employment available and various resources through the management of the market forces and liberalization of the bureaucracy management, which has a monopoly and restrict the movement of goods and individuals, even the organizations. Also, the factors affecting the creative demolition comes conclusions surrounding the organization of competitive environmental conditions that would give the organization to survive and continue, as seen, (Al-Duri, 2008) the need to own organizations thought a strategic advance when this change; to bring her creative and this is done through the jointly interaction which would border regulatory departments exceeded through the foundations of the process to managing the project where the presidents of supervisors to become dominant leaders lead to change the thinking of creative creations.

3.1.2 Features and Characteristics of the Creative Demolition Management:

By addressing the concept of the creative demolition, many of the features and characteristics of the creative demolition process, which identified by (Al-Tarawneh and Al-Sarayra, 2012) are as follows:

1. It is a process that is dynamic, as the organization is not waiting to change in its internal business and environment, but rather in changing and changing towards continuous technological development, taking into account the future's assessment and volatility to create a continuous environment that depends on the relative stability of its business environment and operations before events occur.

2. Talk is dominated by caution and sober manner within the limits of progress achieved and the progress of the traditional methods to developed methods for characterize the organization and enhance their capabilities and put it competitive.

3. It seeks to replace the new concepts and principles that the old list so as to curb the transition and progress back in order to minimize the negative effects of the organization and some of its activities.

3.1.3 The Creative Demolition Stages:

The change must pass through a number of gradual stages, because this change can create some negative effects, because of the conflict between the old and new administrative principles are as follows (Arafa, 2011):

1. **Reducing the size:** by eliminating some of the remaining labor, ie reducing it, provided that the same production rates of the organization are maintained, and the targeted employment is the unproductive labor that is easily converted into technology.

2. **Dynamic balance:** by creating a feeling of security and job stability for the employees by the management of the organization to create the creative spirit of the employees.

3. **Develop market penetration strategies:** by attracting and retaining new customers in the era of information technology and strong competition through introducing new, education, continuous learning, skills development as a solution to problems, and teamwork skills.

4. **Pivoting about the customer:** This requires the ability to understand and recognize the customer's follow-up very quickly through innovative creative services, as well as requires from the managers to give up their work supervisors, and give up centralized operations, allowing the teams free to move within the scope of their work democratically giving them creativity area.

5. Maintain customers; and not lose them to the benefit of competitors as a defensive strategy, by not allowing competitors to divert their attention through the organization's supply of everything new in the market.

6. Global achievement: by opening new markets outside of the scope of the country in which it operates to reflect the global and reach as much as possible of consumers.

3.1.4 Performance Improvement Concept:

The performance is an important concept for the organization in general, and it is almost universal phenomenon of all branches and fields of administrative knowledge, as well as the most important dimension of the various institutions, which is centered around the existence of the institution or not, everyone is looking to improve the performance of their institutions through several entrances by searching for Integrated performance management (Subhi & Al-Ghalbi, 2009).

Atain (2004) defines performance as: "a reflection of how the institution uses the financial and human resources and exploits them efficiently and effectively, so that they can achieve their objectives".

Therefore, the concept of performance in general refers to the act that leads to the completion of business and must be completed, which is comprehensive and continuous, and is thus considered the specific meaning of the success and survival of the institution in its target markets, while at the same time reflecting the ability of the institution to adapt to its environment, or failure to achieve it. It should also be noted that the concept of the performance is associated with two important terms of governance; are efficiency and effectiveness (Al-Dawood, 2010).

As for to improving the performance is the use of all available resources to improve the output and productivity processes, and the integration of the correct technology that employs capital in an optimal way, to be achieved must provide the following principles (Hammudi and Eebadi, 2009):

- a-** Awareness to achievement of the needs and expectations of the customer (internal / external) .
- b-** Removal of barriers and obstacles and encourage all employees.
- c-** Focus on systems and processes.
- d-** Continuous measurement and follow-up performance.

3.1.5 Motives of Performance Improvement:

There are many factors that lead by the organizations to improve their performance, the most prominent of these (Zayed, 2003):

1. Motives for continuous improvement: the most important factors that drive continuous improvement are: rapid change rates, competition, maintaining prestige, and attention to quality.

a. Rapid change rates: is represent the group of external forces that affect the activity and decisions of the institution and are affected by it, and the external environment is the starting point and end of the institution; as the starting point, it is the main source of access to regulatory resources such as raw materials, capital, labor and market information In terms of the end point, the business environment is the consumer base for the products and services of the institution. The more uncertain the environment is due to the large number of environmental variables and their instability, the better their performance to meet environmental ambiguity through innovation.

b. Maintain on position: reflecting the position, competitive position of the institution among other institutions operating in the same consumer, which current or prospective competitors can not apply, the enterprise can have a lasting competitive advantage by carefully combining human skills and physical assets, in a unique way that leads to achieving competitive advantage.

c. Attention to quality: the rapid variables that surround the activity of institutions, especially the profit-oriented, and the intensification of competition, necessitates these institutions to find a way to integrate their knowledge and resources to achieve a high level of performance, while focusing on the overall quality, which Reflects the basis for targeting this level of performance, in addition to the need to take into account the conditions of the sustainable development..

d. Competition: it reflects the conflict state between institutions and their attempt to gain leadership in the market by adopting several strategies that enable them to achieve high levels of performance. Therefore, the institution must constantly update its strategies and follow the variables of the external environment.

2. Corporate social responsibility and sustainable development: social responsibility is defined as: "voluntary integration by institutions, attention to social and environmental problems in their business activities, and their relationship with interested parties. Institutions have responsible social duties, regardless of the legal requirements imposed to respond to social needs, among which are to contribute to sustainable development, health and social well-being (Yves, 2009).

One of the benefits of a socially responsible institution and improving its performance is (Ataun, 2010):

a- Improve the image of the institution and maintain its reputation in the community.

b- Knowing the customer's requirements with a total permanent basis, and this is providing products to technologies for preservation of the environment, and this is guaranteed a competitive advantage.

c- Motivate the employees, and follow the institution policies and steps of sustainable development.

d- Control on risks, and also in the environmental and social costs, rather than causing some environmental problems and disasters.

e- Responding to the requirements of stakeholders, and dealing with several factors outside the economic sphere, which allows ensuring the good relationship between them and all stakeholders.

As for the Sustainable development is a development that responds to current needs without depleting the wealth that helps development for future generations, which are linked to three collectively managed objectives: economic efficiency, social equity, and environmental conservation, which tends to adhere to the environmental dimension, and must be accompanied by economic development depend upon the distribution of wealth equitable distribution and work on the regulation of natural resources in accordance with the environmental balance, to ensure the continuous regeneration of the best (Masuda & Souad, 2009).

3.2 Previous Studies

- Study of (Kasbeh, 2015) entitled: Role of the creative demolition department in improving the quality of services in the Palestinian governmental sector.

This study aimed to identify the role of the creative demolition management in improving the quality of services in the Palestinian governmental sector in the Gaza Strip, and to contribute to raising the quality of services provided by enhancing the concept of creative demolition management among the employees and decision makers in these ministries. The study population consists of (2638) of supervising positions in the ministries of social sector (9) ministries, where (336) were distributed to the study population, and (324) questionnaires were retrieved. The study concluded that the practice of the creative demolition management in the Palestinian governmental sector in the Gaza Strip is (59.842%), and that there exist a positive relationship between the creative demolition management and improvement of the services quality in the Palestinian governmental sector.

- Study of (Ray & Romano, 2013) entitled: Creative problem solving in GSS groups: do creative styles malter?.

This study aimed to demonstrate the effect of the creative differences on innovation and organizational change, and the effect of the individual creative preferences on the creative performance of the group at different stages of creative

solution to the problem. The study was conducted in Texas-Georgetown, USA, and the study population was at the South-West University. The study was used a questionnaire, and (250) questionnaires were distributed. The following results were found: There were statistically significant differences between the group that imagined and the group that evaluated, in terms of intellectual fluency, mental flexibility, modernity of the idea, and solution at effective cost. And there were no statistically significant differences between the performance of the two groups with regard to the usefulness of solution and modernity.

- **Study of (Al-Tarawneh and Al-Sarayreh, 2012) entitled:** Reality of creative demolition in Arab organizations – the vision for measurement and exploratory development as an operational entrance.

This study aimed to study the creative demolition entrance as an entrance to operations management through which the efforts of the Arab organizations can be directed effectively to ensure their leadership and excellence, this was for a number of reasons cited by the researcher to adopt of the creative demolition entrance in the Arab business organizations such as continuous technological progress, regional and international organizations, the emergence of new and challenging opportunities in the business environment at all levels, as well as the rapid move towards globalization. The study concluded that the creative demolition entrance would analyze the structure of environmental variables and seek to address them In a smooth way among the priorities of the managers in Arab organizations as a model for reengineering operations and adapting them to the renewable environment.

- **Study of (Al-Duri, 2008) entitled:** The Creative demolition and the possibility of adoption as a creative model in the Arab organizations.

This study aimed to try to build a model capable of interacting with the challenges facing the Arab business organizations and ensure their development and survival of rapid change in the environment, the researcher used the descriptive approach. The study concluded that the entrances to the creative demolition enable business organizations to be active in the environment in which they operate rather than reacting to what is happening in the environment. The adoption of these entrances enables the organization to outperform its competitors by constantly renewing itself and creating a competitive advantage.

- **Study of (Diefenbach, 2007) entitled:** Think of the institution in the organizational change management.

This study aimed to highlight on the causes and conditions that lead to change initiatives undertaken by the new administrations fail, and how to change the delivery of content to others and how they perceive and how they apply to the organizational policies. The study was conducted in one of the universities of

Eastern Europe, which the international university between 2004 and 2005, and relied on the generalized interview in obtaining data. The study concluded that the success or failure of the process of change depends on the cognitive method and how to communicate the goals of change to others, and the role of the organizational and ideological policies to bring about change.

- **Study of (Bonn, 2005) entitled:** Improve strategic thinking - multi-levels entrance.

This study aimed to develop a practical strategic thinking of organizations in Australia, where the focus is on individuals, groups and organizations. The purpose of this study was to review the literature on strategic thinking at the individual, community and organizational level, and to analyze this literature to define the theoretical framework of strategic thinking. The study of the need to develop strategies at the level of the individual, , groups and organization to help in the development of strategic thinking for organizations, and this study represents an important step for strategic decision and a better understanding of change in organizations according to the multi-levels in order to achieve the optimal performance that is capable of maintaining the sustainability of the life in organizations.

4 Method and Procedures

In this study, the researcher used the scientific method which combines between the descriptive methods with the analytical method.

4.1 The Study Population and Sample

The study population includes all employees of Jordan Phosphate Company, which focuses on this study. The total number of employees of the phosphate company is (4320) employees in various activities, technical, operational, mining, engineering and administrative works. Due to the large number of the population members and at the same time difficult to reach some of the widespread work sites extending to the far south of the Kingdom, the researcher chose a random sample taking into account the various categories of employees in terms of gender, qualification, job and service years to be representative of the population of this study. A sample of (500) respondents was selected. They were approximately (12%) of the total population of the study. And (425) questionnaires were retrieved and it was found that there were (5) incomplete questionnaires and therefore were excluded from the analysis. authorized questionnaires for analysis (420) were identified and accounted for (97%) of the study population, about ten percent.

4.2 Sources of Data Collection

This study is based on two main sources of data:

1. Secondary Data

The studies theory and published in books, references, articles, research and previous studies of Arab and foreign specialized subject, and the internet, has been making use of the publication in which the research and previous studies, scientific articles similar to this study, in order to be able to build a theoretical framework and the achievement of the theoretical objectives and field study to find out the reality of the creative demolition management in business organizations locally and internationally, and its impact on improving the performance in organizations.

2. Preliminary data

The questionnaire was designed especially for the purposes of the preliminary data on the subject of study collection, and consists of three parts, the first part has included four demographic and personality variables which are (gender, scientific qualification, position occupied by the respondent, and service years). The second part included (40) paragraph (30) paragraph to measure the availability of the creative demolition management, as follows:

- Paragraphs (1-10) to measure the axis of organizational change.
- Paragraphs (11-20) to measure the axis of creativity.
- Paragraphs (21-30) to measure the strategic thinking axis, and (10) paragraphs to measure the extent of improvement in the performance of the company in question .

The data were entered and analyzed statistically by the Statistical Analysis Software (SPSS).

After that the researcher felt to determine the extent of the internal harmony of the paragraphs of the questionnaire used to measure both the demolition of the creative management variable, and the variable performance improvement, through Cronbach's alpha coefficient. Table No.(1) shows the Cronbach's alpha coefficients calculated for each axis of the study axes:

Table 1: Cronbach alpha coefficients calculated for the study pivots

No.	Pivots and the number of sub-expressions	Cronbach's alpha
1	Organizational Change: Paragraphs (1-10)	0.88
2	Creativity: Paragraphs (11-20)	0.80
3	Strategic thinking: paragraphs (21-30)	0.87
4	Performance improvement: Paragraphs (31-40)	0.91

The above table shows that the paragraphs of the questionnaire for this study were appropriate and acceptable for the purposes of the statistical analysis. The

following will display the results of the statistical analysis of the paragraphs of the questionnaire.

4.3 Statistical Analysis Methods

The following statistical tools and measures were used to analyze the data and to test the validity of the study hypotheses:

Cronbach's Alpha: To measure the reliability, it determines the internal consistency between the paragraphs of the study variables.

Frequencies and percentages: To describe the demographic and personal variables.

Measures of central tendency: arithmetic mean to describe responses
Measures of dispersion: standard deviation to identify the dispersion of responses from the arithmetic mean

Analysis of multiple & simple linear regression: The value of the tests (F, T) and the statistical significance were also based on the coefficient of determination (R^2) to determine the explanation ratio of independent variables to changes in the dependent variable.

One-Way ANOVA: To identify the differences in respondents' views on the availability of the creative demolition management and the differences in their views on how to improve the performance based on the demographic and personal variables of the respondents.

5 Results of Statistical Analysis of Data and Hypothesis Testing

5.1 Description of the Creative Demolition Management Dimensions

The following is describing the sample answers in the company surveyed about the paragraphs of the questionnaire containing the three axes to the creative demolition management, namely (organizational change, creativity, and strategic thinking):

1- Organizational Change Pivot

The following Table No. (2), shows the results of the study sample responses about the paragraphs (1-10) of the study questionnaire, which is related to the organizational change pivot:

Table 2: The arithmetic means and standard deviations of the organizational change pivot

No.	Paragraphs of organizational change pivot	Means	Standard Deviations
-	Organizational change pivot (in general)	4.18	0.51
1	The company's management works from time to time, to redesigns the organizational structures as response to organizational change requirements.	4.13	0.81
2	The company's management works to support the administrative units with human and material requirements for the purpose of organizational change.	4.01	0.80
3	The leaders works to analyze the abilities of subordinates to draw the training needs to improve their performance.	4.24	0.74
4	The individuals contribute to development and improving of the company plans and strategies.	4.30	0.81
5	The company's management encourages a culture of the commitment, innovation, development and leadership.	4.43	0.75
6	The company's management develops a culture of initiative and freedom of opinion.	4.11	0.81
7	The company's leadership is keen on the participation of the individuals in different administrative levels in the planning process.	3.99	0.85
8	The company's management invests in sophisticated communication methods which improve the treated individuals' level.	3.63	0.84
9	The company's management takes the workers' recommendations into account in light of the commitment with the approved specifications.	4.33	0.77
10	The company's management invests in advanced material components for the organizational change.	3.92	0.98

From the above table we note the following:

A, The mathematic mean of the responses on the paragraphs of the organizational change pivot in general (4.18), indicates that the respondents consider that the company involved in the research is very interested in the process of the organizational change, as noted from the table above that the arithmetic mean of all the paragraphs of this pivot is of a great degree.

B. The paragraph that states "the company's management encourages a culture of commitment, innovation, development and leadership", got on the highest mean of (4.43) with a standard deviation of (0.75). This result confirms that the

company's keenness to encourage a culture of innovation and development in performance of the tasks.

C. It was found that the paragraph "the company's management invests in sophisticated communication methods which improve the dealing individuals' level", got on the lowest mean of the answers was (3.63), with a standard deviation (0.84), indicating a marked interest by the company in improving and developing the communication means within the company and with external parties through the use of advanced communication technology.

2- Creativity Pivot

The following Table (3) shows the results of the study sample responses to paragraphs (11-20) of the study questionnaire, which is related to the creativity pivot:

Table 3: The arithmetic means and standard deviations of the creativity pivot

No.	Paragraphs of creativity pivot	Means	Standard Deviations
-	Creativity pivot (in general)	3.74	0.66
11	The employees do their work in a renewed manner.	3.85	1.07
12	The employees keep away from what others do to solve work problems.	4.20	0.92
13	The employees do not feel bored of repeat the procedures in the completion of the work.	3.67	0.83
14	The employees enjoy skillfully in the debate, dialogue and possession of argument and the ability to persuade..	4.02	0.84
15	The employees feel that they have a special contribution by producing new ideas they offer in the field of work.	3.82	0.87
16	The employees have the ability to more than one idea within a short period of time.	3.85	0.91
17	The employees have the ability to think quickly in different conditions.	4.01	0.92
18	The employees do not hesitate to change their attitude When they are convinced that it is not correct.	3.67	0.83
19	The employees have the ability to see the things from different angles.	4.00	0.84
20	The employees are keen to know the shortcomings or weaknesses in doing their work.	3.82	0.87

From the above table we note the following:

A. The mathematic mean of the responses on the paragraphs of the creativity pivot in general (3.74), indicates that the respondents believe that the company involved in the research is significantly interested in encouraging the process of creativity in the operations and procedures of the company work, as noted from the table above that the arithmetic mean of all the paragraphs of this pivot is of a great degree.

B. The paragraph "the employees keep away from what others do to solve work problems ", got on the highest mean of (4.20) with a standard deviation of (0.92), indicating that the company is working to establish a positive culture that avoids routine and boring repetition and encourages creativity in implementing the tasks and business.

C. It was found that the paragraph " The employees do not feel bored of repeat the procedures in the completion of the work", got on the lowest mean of the answers was (3.67), with a standard deviation (0.83). It indicates a marked interest by the company in spreading a positive culture among the employees based on the commitment to implement the necessary actions required to complete the work to the fullest.

3- Strategic Thinking Pivot

The following Table (4) shows the results of the study sample responses to paragraphs (21-30) of the study questionnaire, which is related to the strategic thinking pivot:

Table 4: The arithmetic means and standard deviations of the strategic thinking pivot

No.	Paragraphs of strategic thinking pivot	Means	Standard Deviations
-	Strategic thinking pivot (in general)	3.69	0.94
21	The clarity of the systems and regulations issued by the company's management contributes to enhancement of the strategic management.	4.11	1.01
22	The company has sufficient flexibility to meet the changes that occur in the environment and adapt with it.	2.89	1.21
23	The company's management involves all employees in the preparation of the executive plans to assist in application of the strategic plan.	3.19	1.26
24	The company's management works to explain and details its vision and mission to all its employees.	3.67	1.19
25	The company's management is committed to the programs and schedules which it sets for achieving its objectives.	3.44	1.32
26	The company's management seeks find a link between the	4.18	0.94

	goals and skills and the implementation of the strategic plan.		
27	The company's management sets up a system of incentives Is linked to the amount of achievement and progress in implementing the strategy.	3.39	1.19
28	The company's management works to measure the implementation percentage of the objectives set out in the production plan periodically according to the standards.	3.50	1.09
29	The company's management works to evaluate the strategic plan periodically to ensure that it continues to improve the operational performance.	4.42	0.77
30	The company's management works to takes the corrective action when it is noticed that there is a deviation in the performance from the desired objectives.	4.21	0.93

From the above table we note the following:

A. The mathematic mean of the responses on the paragraphs of the strategic thinking pivot in general (3.69), indicates that the respondents believe that the company involved in the research is significantly interested in the strategic thinking approach, as noted from the table above that the arithmetic mean of all the paragraphs of this pivot is of a great degree.

B. The paragraph "the company's management works to evaluate the strategic plan periodically to ensure that it continues to improve the operational performance", got on the highest mean of (4.42) with a standard deviation of (0.77), which indicates that the company is very interested in the development of the strategic plans and take into account periodically to ensure the good implementation and development in accordance with the business requirements.

C. The company shows to have a need to focus on increasing its ability to adapt to developments and changes in its environment, which is indicated by the paragraph "the company has sufficient flexibility to meet the changes that occur in the environment and adapt with it", which got on the lowest mean of the answers was (2.89), with a standard deviation (1.21).

5.2 Description of the Business Organizations Performance

The following Table (5) shows the results of the study sample responses to the paragraphs (31-40) of the questionnaire, which related to the variable of improving the business organizations performance (dependent variable) in this study.

Table 5: The arithmetic means and standard deviations of the business organizations performance

No.	Paragraphs of business organizations performance	Means	Standard Deviations
-	Business organizations performance (in general)	3.22	0.95
31	The participation helps to feel the importance of the teamwork.	2.71	1.35
32	The participation helps to ensure the transparency in the working procedures.	3.31	1.14
33	Improving communication skills with colleagues helps to raise the employees' performance.	3.16	1.12
34	The positive competition among employees improves their performance.	3.31	1.20
35	The employees' consultancies are available to improve performance.	3.21	1.20
36	The performance improves by increasing the trust of the employees themselves.	3.16	2.10
37	The quality of the decisions which related to the work helps to improve the working performance.	3.71	1.10
38	Ease of the work procedures helps to raise the working performance.	3.30	1.14
39	The employees' performance depends directly on the material motivation.	3.16	1.12
40	The employees' performance depends directly on the moral motivation.	3.20	1.20

From the above table we note the following:

A. The results show that the improvement of the business organizations performance from the point of view of the study sample is a medium degree. The mean of the answers to this variable in general is (3.22), with a standard deviation of (0.95).

B. Also, from the point of view of the study sample, the quality of the decisions is importance in improving the performance of the company, and the paragraph "the quality of the decisions which related to the work helps to improve the working performance", got on the highest mathematic mean of (3.71), with a standard deviation of (1.10).

C. In the opinion of the study sample, that the participation does not have impact of feeling the importance of the teamwork. The mean of the answers to the

paragraph "the participation helps to feel the importance of the teamwork", was (2.71) with a standard deviation of (1.35).

5.3 Test of Hypotheses

The hypotheses of this study were tested by selecting one of the statistical methods that fits the nature of each hypothesis.

5.3.1 The First Main Hypothesis

There is no significant statistical significance at the level of significance ($\alpha \leq 0.05$), for the creative demolition management in terms of dimensions (organizational change, creativity and strategic thinking) on improving the business organizations performance in the Hashemite Kingdom of Jordan.

The following Table (6) shows the results of the simple linear regression analysis of the creative demolition management axes and their impact on the dependent variable (business organizations performance):

Table 6: A simple linear regression analysis to measure the impact of the creative demolition management and its dimensions on improving the business organizations performance

Independent variables	F-value	Sig.	T-value	R- Square	Sig.
Creative demolition management (Total)	35.98**	0.000	17.8**	0.46	0.000
Organizational change	46.20**	0.000	7.0**	0.28	0.000
Creativity	20.90**	0.000	5.1**	0.21	0.000
strategic thinking	39.90**	0.000	6.3**	0.24	0.000

Based on the results shown in Table (6) above, the researcher found the following:

The first null hypothesis will be rejected and the alternative hypothesis accepted. In other words, there exists an impact of the creative demolition management in terms of dimensions of (organizational change, creativity and strategic thinking) on improving the business organizations performance in the Hashemite Kingdom of Jordan. And the creative demolition management dimensions (Total) explain a large percentage of change on improving the company's performance, it was found that the value of the coefficient of determination (R^2) amounted to (0.46), and reached the test value (t) (17.8) in

terms of strong statistical significant and reached the test value (F) (35.98) also in terms of strong statistical significant at the significance level ($\alpha \leq 0.05$).

5.3.1.1 Test 1st Sub- hypotheses emanating from 1st main hypothesis

There is no statistically significant impact at the significance level of ($\alpha \leq 0.05$), for the organizational change on improving the business organizations performance in the Hashemite Kingdom of Jordan.

The first null sub-hypothesis will be rejected and the alternative hypothesis accepted. That is meant there is an impact for the **organizational change** on improving the business organizations performance in the Hashemite Kingdom of Jordan. The results show that organizational change explains simple percentage of change on improving the company's performance. The value of the coefficient of determination (R^2) amounted to (0.28), and reached the test value (t) (7.0) in terms of strong statistical significant and reached the value of the test (F) (46.2) also in terms of strong statistical significant at the significance level ($\alpha \leq 0.05$).

5.3.1.2 Test 2nd Sub- hypotheses emanating from 1st main hypothesis

There is no statistically significant impact at the significance level of ($\alpha \leq 0.05$), for the creativity on improving the business organizations performance in the Hashemite Kingdom of Jordan.

The second null sub-hypothesis will be rejected and the alternative hypothesis accepted. That is meant there is an impact for the **creativity** on improving the business organizations performance in the Hashemite Kingdom of Jordan. The results show that creativity explains a significant percentage of change on improving the company's performance. The value of the coefficient of determination (R^2) amounted to (0.21), and reached the test value (t) (5.1) in terms of strong statistical significant and reached the value of the test (F) (20.9) also in terms of strong statistical significant at the significance level ($\alpha \leq 0.05$).

5.3.1.3 Test 3rd Sub- hypotheses emanating from 1st main hypothesis

There is no statistically significant impact at the significance level of ($\alpha \leq 0.05$), for the strategic thinking on improving the business organizations performance in the Hashemite Kingdom of Jordan.

The second null sub-hypothesis will be rejected and the alternative hypothesis accepted. That is meant there is an impact for the **strategic thinking** on improving the business organizations performance in the Hashemite Kingdom of Jordan. The results show that strategic thinking explains a significant percentage of change on improving the company's performance. The value of the coefficient of determination (R^2) amounted to (0.24), and reached the test value (t) (6.3) in terms

of strong statistical significant and reached the value of the test (F) (39.9) also in terms of strong statistical significant at the significance level ($\alpha \leq 0.05$).

5.3.2 The Second Main Hypothesis

There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to the personal characteristics of (gender, scientific qualification, job title and experience years).

It stems from the second main hypothesis (4) sub-hypotheses as follows:

1. There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**gender**).

2. There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**scientific qualification**).

3. There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**job title**).

4. There is no statistically significant differences at the significance level of ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (**experience years**).

To test the above hypotheses, the researcher used the (One-Way ANOVA) method. The results of this test are shown in Table (7) below:

Table 7: One-Way ANOVA to measure the differences between the responses means of respondents about the impact of the creative demolition management on improving the business organizations performance attributed to the personal characteristics of (gender, scientific qualification, job title and experience years).

Personal and Functional Characteristics	F-value	Sig.
Gender	1.38	0.140
Scientific qualification	0.21	0.730
Job title	1.20	0.290
Experience years	4.8**	0.009

Illustrated by values (F) and statistical significance (Sig.) the following:

1. Acceptance of the first null sub-hypothesis, that is mean there is no statistically significant differences at the significance level ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (gender).

2. Acceptance of the first null sub-hypothesis, that is mean there is no statistically significant differences at the significance level ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (scientific qualification).

3. Acceptance of the first null sub-hypothesis, that is mean there is no statistically significant differences at the significance level ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (job title).

4. Rejection of the third null sub-hypothesis and acceptance of the alternative hypothesis, that is mean there exist statistically significant differences ($\alpha \leq 0.05$), between the responses means of respondents about the impact of creative demolition management on improving the business organizations performance attributed to (experience years).

6 Conclusions

As a result of the study conducted by the researcher on the role of the creative demolition management in improving the performance of the Jordan Phosphate Company, reviewing the previous studies and based on the statistical analysis results and testing of hypotheses, the main conclusions of the study can be summarized:

1. Increased in the last ten years, the importance of role of the women cadres in the Jordanian labor market, where notes that the proportion of female workers in the companies are almost close to the proportion of males and up to nearly half of the workforce in various economic sectors.

2. There is a large concentration of the company that is interested in attracting highly qualified employees, since the vast majority of the human cadres in the company have a university qualification and about a quarter of them with higher academic qualifications (Master and PhD).

3. According to the perceptions of the study sample, there is considerable interest from the company researched in the creative demolition management, which focuses heavily on organizational change is also focused but to a lesser degree on both creativity and strategic thinking.

4. It turned out that the creative demolition management in terms of axes combined has a significant impact on improving the performance of the company under study. The results indicated that it is responsible for determining (0.46) almost half of the changes to improve the performance.

5. The results showed that the organizational change pivot alone has a significant impact on improving the performance of the company under study.

6. The results showed that the creativity pivot alone has a significant impact on improving the performance of the company under study.

7. The results showed that the strategic thinking pivot alone has a significant impact on improving the performance of the company under study.

8. It turned out that gender, scientific qualification and job title have no impact on the respondents' view regarding the level of the company's practice for the creative demolition management, while the impact of the number of experience years on their opinion was found in this regard.

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