Journal of Economics and Administrative Sciences (JEAS)

The Impact of Management by Walking Around on the Strategic Renewal of Business Organizations
(Field Research in a Sample of Excellent grade hotels - in Baghdad)

Maha Fadel Ibrahim [1]
Department of Business Administration,
University of Information Technology and Communications,
Baghdad, Iraq
mahamaha.fadelad@gmail.com

Salah Aldeen Awad Al-kubaisy [2]
Department of Business Administration,
College of Administration and Economics,
University of Baghdad,
Baghdad, Iraq
salahalkubaisy@yahoo.com

Abstract
This work aims to show the nature of the relationship between management by walking around (the independent variable) and strategic renewal (the dependent variable), as well as it shows the effect of the independent variable on the dependent variable. Questionnaire items were considered as the main tool for data collection by three basic aspects. The first involved the personal data of the respondents, while the second included items related to management by walking in five dimensions, and the third is strategic renewal items by addressing four dimensions. The tourism sector, while the community has six Excellent grade hotels was taken into account in this work which is rare in this field. Data was collected from a sample of (99) managers working in (6) hotels of the (excellent) category in Baghdad, which are (Al-Rasheed Hotel, Ishtar Hotel, Meridian Hotel, Al-Mansour Hotel, Babel Hotel, Baghdad Hotel). Statistical analysis was performed using AMOS statistical software. The most important results presented low level of the developmental and creative dimension, as they did not receive the same appreciation as the rest of the other dimensions. This means that the practice of walking by managers did not lead to development and creativity, and this may be due to neglecting the role of talented and creative workers. This research came out with results that could be a guide for the manager in the hotel and tourism sector in how to employ management by walking in the strategic renovation of hotels. The study also reflects the importance of walking management and provides the required support for its practice and development, especially in the hotel sector in the Iraqi and Arab environment.
Paper type: Research paper
Keywords: management by walk around, strategic renewal, Excellent grade hotels.

(1)

1. Introduction As the organizations' administrations and leaders began to strive to adapt to the new environment data, by adopting contemporary administrative trends and leaving the traditional administrative trends that have become useless in light of the current environment data, managers have shifted from staying captive to their offices, which were silos for decades, to the field and touching reality in it through field coexistence. The concept of management by walking is the best that embodies this new trend.

It has attracted the attention of managers as it helps them motive the employees to contribute to the management's support in many issues and mutually solve organizational problems. If managers cannot benefit from informal visits, they may become isolated from their employees. The key to this understanding is effective communication between managers and employees, as informal visits to managers are essentially a management tool developed to improve communication with them(Daft, et al, 2010:665). About strategic renewal, (Tuncdogan ,et al 2019:3) indicated in their book *Strategic Renewal* that in the past three decades, companies have faced increasing levels of dynamism complexity and competition in the business environment. Also, managers have begun to suffer from not knowing the features of that environment. More importantly, the situation is not only difficult to deal with for business people, but they also anticipate that it will only get worse.

Thus, many organizations' administrations began to strive to adopt contemporary trends to raise the level of performance and to provide an organizational climate dominated by contemporary administrative practices. This contributes to ensuring the presence of human resources with high organizational affiliation and loyalty, as well as improving performance at the strategic level.

The current research included two main hypotheses as follows:

The first main hypothesis: there is a statistically significant correlation between the management by walking variable with its combined dimensions and the strategic renewal with its combined dimensions.

The second main hypothesis: there is a statistically significant effect of the management by walking variable with its combined dimensions in the strategic renewal with its combined dimensions.

The research adopted the descriptive analytical approach, which is concerned with describing the phenomenon, analysing it , and justifying the conditions and practices because it is most appropriate to diagnose the reality of the researched organizations (excellent grade hotels in Baghdad) and analyze their results.

1.1 The Research Methodology

Management by walking is considered by some as an intellectual luxury and a theoretical description that cannot be applied at present, especially in the digital age in which the manager does not need to roam in places of work. Yet, it can only take a click of a button on a phone or a computer. Others argue about strategic renewal; their views being that it is nothing but an organizational change, and this matter has historical roots that are not so close.

Based on the foregoing, the field Hotels suffer from the problem of inability to provide services and competition, which requires management to move towards the field of strategic renewal of the research appears like the practical relationship between the two variables (management by walking and strategic renewal) in the reality of the work environment of the surveyed organizations. It also indicates the

level of practice of each of them, as well as the extent to which the strategic renewal is affected by the management by walking. To accurately define the features of the problem, a set of related questions become clear, as follows:

A. What is the perception of the leaders of the research sample organizations regarding the dimensions of management by walking?

B. What is the extent of awareness of managers in the research organizations for strategic renewal?

C. What is the relationship between management by walking and strategic renewal in hotels, the research sample?

D. What is the extent of the management's impact by walking in the strategic renewal?

1.2 The Importance of the Research:

A. Shedding light on very important topics (management by walking, strategic renewal) for contemporary organizations, especially for organizations in the hotel sector, which enjoys a clear position in the business sector.

B. The theoretical contents of the research constitute a modest intellectual and scientific addition to the Iraqi and Arabic libraries.

C. The results inspired by the practical side will be a useful guide for managers in the Iraqi hotels investigated in adopting contemporary trends that contribute to raising the level of performance and the quality of services provided to the beneficiaries.

D. Delving into the philosophical interdependence between management by walking and strategic renewal, and embodying this interdependence through the practical aspect, and the resulting identification of mechanisms to support the relationship, and this is what is presented for the first time.

1.3 The research objectives :

A. Diagnosing the perceptions of hotel leaders, the subject of research, about the dimensions of management by walking.

B. Clarifying the managers' awareness of the studied hotels of the concept of strategic renewal.

C. Stating the correlation relationship between management by walking and strategic renewal in hotels, the research sample.

D. Determining the level of management's impact by walking the strategic renewal.

1.4 Hypothetical research plan

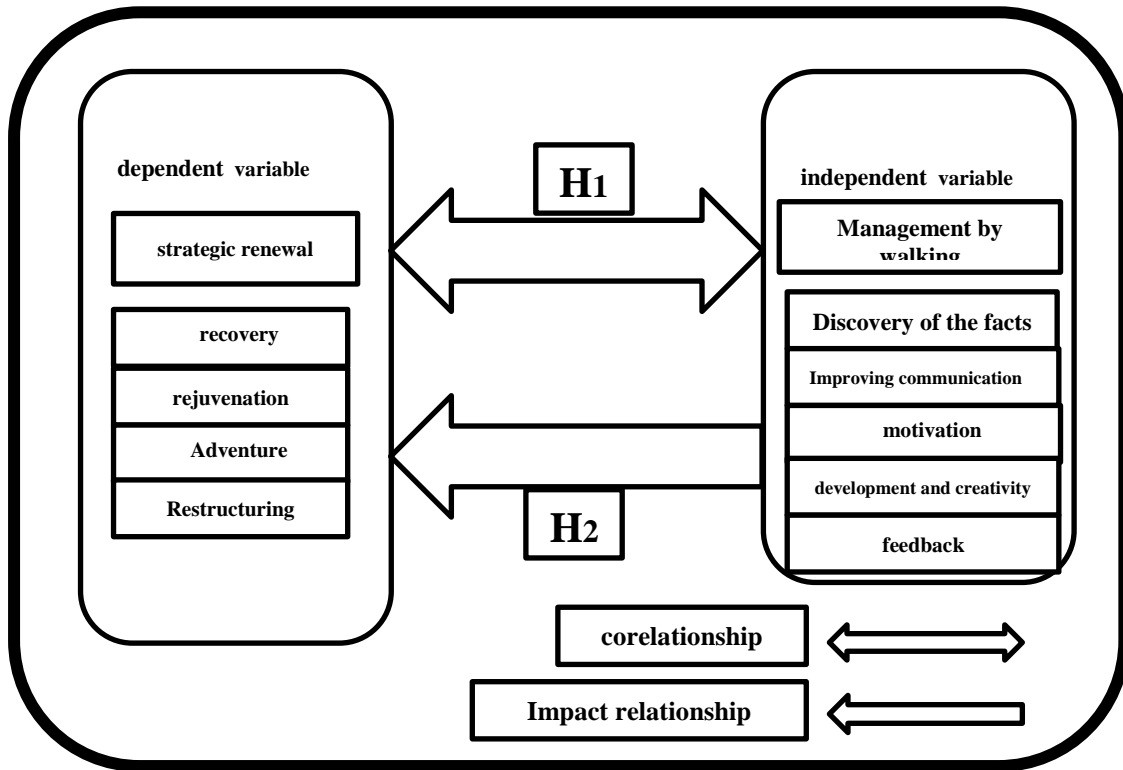**Figure(1) shows the hypothesis diagram of the research**

Figure (1) shows the hypothesis of the research.

The questionnaire was presented to some arbitrators with various expertise and specializations to express their views on the extent of clarity and interdependence of the questionnaire's items and their suitability for measuring the research variables.

The Cronbach's Alpha Coefficient was used to measure the internal consistency of the scale items, its dimensions, its variables, and the scale as a whole. The stability of the measuring instrument (resolution) is shown in Table(1)

Through Table (1), it is clear that the values of the validity and reliability coefficient of the variables and dimensions are greater than (0.70). This indicates that the variables and dimensions have appropriate internal consistency, while the internal consistency coefficient (Cronbach's Alpha) for the scale as a whole has reached its value (0.916). It has a high rating and these results indicate that the current research scale (resolution) has a good level of stability.

Table (1) Stability of the measuring instrument

study variables	Alpha Cronbach
discovering opportunities	0.911
improving communication	0.912
Motivation	0.908
development and creativity	0.909
Feedback	0.908
management by walking	0.907
Resuscitation	0.916
Rejuvenation	0.909
adventure or risk	0.911
Restructuring	0.910
strategic renewal	0.906
Total	0.916

2. Materials and Methods

This paragraph includes two parts, each of which deals with a presentation of the conceptual aspects of the research variables (management by walking around and strategic renewal).

2.1 Management by walking around

The Management By Walking Around (MBWA) concept is described as a management technique that focuses on human relations, open assessment, and knowledge, which are critical to business development and high performance. It is known that limiting the matter to command and control in modern organizations is neither effective nor practical. In 1973, management was practiced by walking in the Hewlett Packard Company, by Bill Hewlett and Dave Packard, after which it was circulated by (Peters and Waterman) in the early 1980s. Managers at the time were so isolated from employees that they needed to physically move into workplaces to see what was going on(Durrah, et al, 2018 :45).

Edwards (Deming,2019) known as the "Father of Quality," says, "if you wait for people to come to you, you'll only have small problems." So, you should go and find them. The big problems are where people are not aware of their existence and their priorities; this saying illustrates what the big companies achieved in the 1980s, especially those working in the silicon space. Hence, they were able to achieve excellent results by changing the leadership method from (closed door) to (presence at all levels of the organization), which is referred to as the concept of management by walking (Houari, 2021:1375).

Kown et al (2018) stressed that management by walking is not just an impromptu outing by the manager, but rather is a purposeful work, characterized by non-stereotyping and routine in achieving visits to work sites. Frase and Hertzel (1990)pointed out that the emergence of the practice of management by walking and knowing its secrets in HP was in response to the questions related to the secret of the company's success. This is because the company's managers answered that they do not use well-known management principles or theories, but rather stated categorically that they were using management by walking. This was a surprise to management scientists and researchers in its field, while (Katopol,2018;1) refers to

it as the director's exit from his office and moving to work sites, talking with working individuals and sensing how to perform actual work in organizations.
(Al-Harthy and Badawud ,2022:11) defined management by waalking as a method that provides the leader with a clear and comprehensive vision of the practical reality in the organization. Through it, the leader can understand the nature of the employees and the nature of the work environment more clearly and remove any question marks about how performance and the problems facing employees in achieving objectives.

What supports the need for these requirements to be met is what he mentioned (Abbad and Alshoraty, 2020:85) that the success or failure of any organization depends on its management style. The management can achieve the goals of the organization, or it may become an obstacle to its progress. Management by roaming is a pattern that encourages the open door policy, which is the opposite of bureaucracy.

Management by walking can be viewed as a planned method that helps managers to become more visible and closer to their subordinates, identify their real needs from different perspectives and reveal their inherent abilities that need to be developed(Houari,2021:1375). Informal manager visits are an unstructured approach in which managers mingle directly with their employees on work-related matters, unlike the strict and remote management approach. Informal visits are when managers spend a significant portion of their time outside their offices to meet, talk and interact with employees of all levels (Mehmet, 2021:489). The results of the studies indicate the effect of a strong incentive for managers' visits to work sites in the organization's departments, and this effect increases sales and productivity, which continues beyond the day of the visit(Arce, et al, 2021:5).

He (Farraa, 2018:11) pointed out that the manager's presence alongside subordinates at the work site, interacting with them and customers at the same time and helping them solve problems through direct and personal communication, is a key success factor for any organization.

It can be clear that there are two goals for the management by walking: the first is in the field of leadership, as the walking administration can achieve building relationships between the manager and employees, which facilitates motivating and encouraging them to engage in work. The second goal is in the field of learning which is collecting information, listening to suggestions and complaints, and keeping in touch with employees. It enables the manager to discover problems directly, to dialogue with them about work, and to see the results instead of looking at them in the paper reports received by the office(Luria & Morag, 2012:248).

2.2 Strategic renewal

Changes in the organization's competitive strategy lead to renewal or shifting from one competitive strategy to another(Schmitt, et al 2015:1). (Chengi Shu,2019:6) described strategic renewal as revitalizing the organization's operations by changing the scope of its business or its movements in the markets. And (Hortovanyi et al .2021:2) defined strategic renewal as the renewal or replacing organizational traits involve reshaping the organization's resource patterns or changing its strategy, competitive approach, or product market domain.

Based on this, it can be defined as a set of activities and processes that organizations take to develop their current strategies sustainably to suit the changes taking place in their environment and achieve long-term success.

(Gilbert ,2016:3) believed that the importance of strategic renewal lies in three basic concepts: understanding the life cycle of the organization, clearly identifying self-integration, and self-awareness. Strategic renewal is a dynamic process to modify or replace some organizational work, as this process contributes to dealing in efficient ways with the external environment (Perez et al, 2019:3). The importance of strategic renewal is evident through its contribution to improving market conditions and increasing the level of sustainable success by encouraging the organization to establish strategic partnerships to obtain scarce resources, which increase the profitability of the organization. It helps the organization benefit from its resources and acquires new resources to better respond to environmental challenges(Hassan and al-Himyari,2022:76).

The objectives of strategic renewal are to transform strategic thinking into coordinated strategic action, to return the organization to a state of vitality and modernity, to refine outdated ideas, and to achieve the goals of the organization (Prashantham, 2008:380). As (Agarwal & Helfat 2009:282) described the goals of renewal by providing a basis for future growth and development and the ability to have long-term expectations. One of the goals of strategic renewal is to get rid of the inertia caused by adopting the current strategies and to benefit from the renewal strategies adopted by the organization (Albert, 2013: 64). One of the goals that the organization seeks to achieve through strategic renewal is to re-orient the organization to itself periodically by adopting new strategies and adopting new structures, in accordance with the requirements of the environment and its changes, as it becomes the organization needs to build value for it in modern ways, by introducing changes in its assets and work mechanisms, which leads to the introduction of new products or services, as well as the need to continuously upgrade the level of its current business (Sinkkila, 2017:1).

3. Discussion of Results

3.1 Viewing and analyzing the responses of the sample members

It is noted from the data of Table (2) about the dimensions of the variable (management by walking) that the dimension (improving communication and teamwork) obtained the highest response rate compared to other dimensions, with an arithmetic mean of (4.047) and a coefficient of variation (18.67%). This indicates that in the higher management in the selected hotels, priority is given to working in teams and working to strengthen communication channels and relationships among employees, and (discovery of opportunities) came in second place with an arithmetic mean of (3.78). The third was for feedback. Motivation ranked fourth and fifth, respectively.

Table (2) Presentation and analysis of the responses of the sample members regarding

No	Dimension and variable	Arithmetic mean	Standard deviation	Variance coefficient	Agreement	Rank
management by walking					
1	Discover Opportunities	3.978	0.714	17.95	High	1
2	Improve communication and teamwork	4.047	0.755	18.67	High	4
3	Stimulus	3.901	0.732	18.77	High	5
4	Development and creativity	3.874	0.700	18.07	High	2
5	Feedback	3.951	0.723	18.31	High	3
	General	**3.950**	**0.724**	**18.34**	**High**	
strategic renewal					
1	Recovery	3.962	0.829	20.92	High	4
2	Rejuvenation	3.862	0.745	19.31	High	2
3	Adventure or risk	3.901	0.751	19.29	High	1
4	Restructuring	3.826	0.771	20.15	High	3
	General	**3.887**	**0.774**	**19.91**	**High**	

As for the variable (strategic renewal), the response of senior management in hotels, the research sample, to the dimension (revitalization) was the distinguished response and was at the forefront of the dimensions in terms of arrangement and with an arithmetic mean of (3,962) and a coefficient of difference (20.92%), and this confirms the keenness of the higher managements in hotels to adopt a creative approach to develop the hotel business and the services provided, followed by the response after (adventurous or risky), then after (rejuvenation), ranked third after restructuring, and achieved the fourth place in the dimension of recovery.

3.2 Correlation hypothesis test

This hypothesis was formulated from the fact that there is a statistically significant correlation of management by walking with its dimensions (discovery of opportunities, improvement of communication and teamwork, motivation, development and creativity, and feedback in the strategic renewal of hotels, research community). Table (3) makes it possible to determine the possibility of acceptance of this hypothesis or not by examining the correlation values and their significance as follows:

Table (3) test the link hypothesis of strategic renewal and management by walking

Variables		strategic renewal				
		Recovery	Rejuvenation	Recovery	Restructuring	strategic renewal
		Y1	Y2	Y3	Y4	Y
DISCOVER OPPORTUNITIES	M1	*0.241	**0.481	**0.394	**0.479	**0.539
Teamwork	M2	**0.287	**0.265	**0.472	**0.643	**0.557
Stimulus	M3	**0.391	**0.432	**0.650	**0.629	**0.710
Development and creativity	M4	**0.301	**0.517	**0.432	**0.547	**0.611
Feedback	M5	**0.517	**0.608	**0.546	**0.402	**0.734
Management by walking	M	**0.437	**0.571	**0.633	**0.680	**0.793
N= 99			(significant at 0.05) *			

According to Table (3), it is clear that:
A- The values of the correlations differed between the dimensions of management by walking and after (recovery) as one of the dimensions of strategic renewal. They are medium correlation relationships with significant significance at (0.01), and this confirms the existence of a correlation between motivation, creative work, and feedback and the ability to revive to reach strategic renewal. Their values are 0.241*, 0.287 respectively, and therefore the hotels' ability to revive does not directly depend on the discovery of opportunities and the teamwork of these hotels, and this leads to a partial acceptance of the first sub-hypothesis.**
B- The dimensions of management by walking and the dimension (rejuvenation) were associated with four good significant correlations at (0.01), and these dimensions were the discovery of opportunities, teamwork, motivation, development and creativity, and feedback. This confirms that the application of management by walking is associated with improving the ability of hotels to rejuvenate their youth, in addition to the fact that hotel managements seek to enhance the efficiency of their work teams can be achieved through the rejuvenation of these hotels, and this leads to partially accepting the second sub-hypothesis.
C- The dimensions of management by walking (discovery of opportunities, teamwork, motivation, development and creativity, and feedback) achieved statistically significant correlations with the dimension (adventure and risk) as one of the dimensions of the variable (management by walking). The values of correlations were (0.394, 0.472). **, 0.650**, 0.432**, 0.546**). They are significant relationships at (0.01), and this leads to the possibility of facing risks and working to discover new activities and services in the selected hotels by focusing on discovering new opportunities and working more collectively for more efficiency and motivation of employees and benefit from feedback. This leads to partially accepting the third sub-hypothesis.**
D- The results of the statistical analysis indicated that the correlation coefficients between the dimensions of management by walking and the dimension

(restructuring) were close in terms of morale and value, as (discovery of opportunities, teamwork, motivation, development and creativity, and feedback) were associated with significant correlations with restructuring and the correlation values were (0.479**, 0.643**, 0.629**, 0.547**, 0.402**). All were significant correlations at (0.01) and this confirms that the managements in the selected hotels seek to restructure their activities and business. It must take into consideration the discovery of new opportunities, as well as motivating workers to lead with new services and work to innovate and develop advanced services, and this leads to the partial acceptance of the fourth sub-hypothesis.

E- The management by walking was associated with four significant relationships with all dimensions of (strategic renewal) and the values of these relationships were (0.437**, 0.571**, 0.633**, 0.680**). These relationships were significant at (0.01) which means that the hotels research community represented by senior management seeks to work on achieving strategic renewal by working according to modern administrative patterns and moving from the traditional to the advanced represented by management by walking at the level of total correlation. The management by walking variable has been associated significantly with strategic renewal and the value of the correlation reached (0.793) **(This confirms the acceptance of the first main hypothesis.

3.3 Impact Hypothesis Test

The contents of Table (4) reflect the data on the hypothesis of the effect of management by walking on the strategic renewal, which states that there is a statistically significant effect of management by walking in the strategic renewal.

Table (4) Impact hypothesis test

Main hypothesis	Direction	Stud-β	T	P	R^2 – F-Sig.	Decision
Sixth	Discover Opportunities >>> Strategic Renewal	-0.067	-0.840	0.403	F= 42.656 R^2= 0.696 Sig.= 0.000	Accepting the hypothesis
	Communication and Action >>> Strategic renewal	-0.006	-0.076	0.939		
	Motivation >>> Strategic renewal	0.371	4.330	0.000		
	Development and Creativity >>> Strategic renewal	0.218	2.848	0.005		
	Feedback >>> Strategic Renewal	.4620	5.922	.0000		
Sample number:5	The sum of the significant models 3 :			Total accepted hypotheses: 1		

The results of Figure (2) and Table (4) show that there is a significant effect between the management by walking of the hotel and strategic renewal. The (F) value of the regression model reached (42.656), which is greater than its tabular value and at a level of significance (0.000). This leads to the clarity of the verification mechanisms of management by walking in the selected hotels, which would move with a modern vision from traditional management practices to modern practices, which in turn is reflected in a clear and direct clearly and directly in the possibility of leading to helping managements in hotels to develop

their performance and reach strategic renewal. The value of (R^2) for the regression model was (0.696) and this confirms that the management by walking explains approximately (70%) of the changes that occur in the strategic renewal in those hotels and leaves the rest of the percentage to other variables that were not covered in the current regression model significantly for each of motivation, development, creativity, and feedback. About (Stzd-β) values for the dimensions of moral effect, it reached (0.371, 0.218, 4620.), which means improving the level of employee motivation in hotels. One unit leads to an increase in the possibility of strategic renewal by 37%, and the change in development and creativity in one unit leads to a change in strategic renewal by approximately (22%). So, for the rest of the moral dimensions, and based on the above, the sixth main hypothesis can be accepted which is management by walking influences with its dimensions (discovering opportunities, improving communication and teamwork, motivation, development, and creativity, feedback) significantly the strategic renewal of hotels.
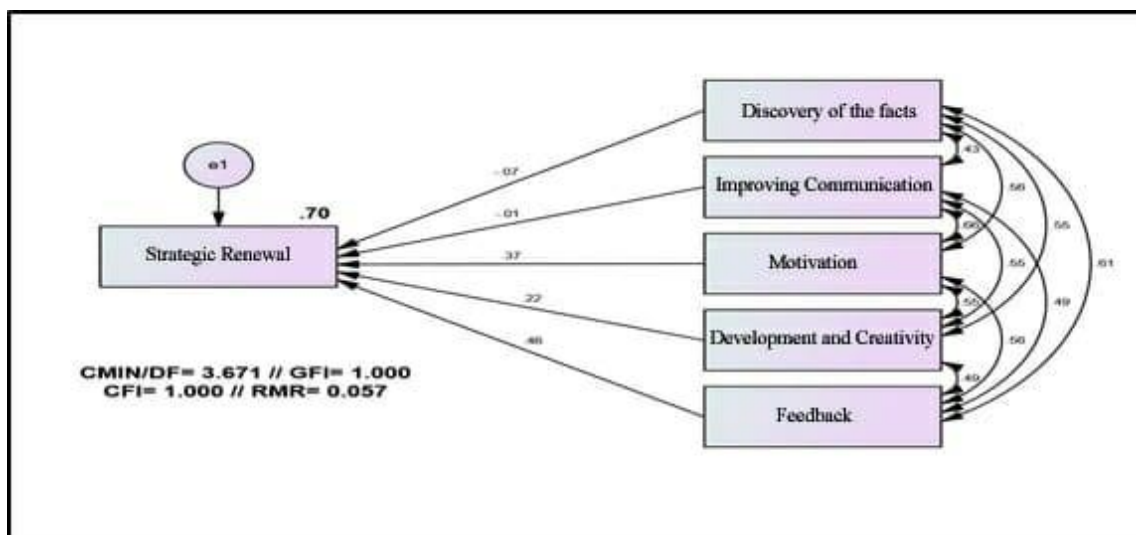

Figure (2) The relationship of influence between management by wandering and strategic renewal

4. Conclusions

i. The low level of investigation of information in the practice of management by walking means that managers do not have a high ability to diagnose problems arising from the working conditions in hotels. Also, the practice of management by walking may not be embodied, as it may be a routine practice resulting from the nature of hotels' work, which requires the presence of managers in the field of work.

ii. The low level of the dimension of development and creativity was not forbidden with the same appreciation that the rest of the other dimensions enjoyed. This means that the practice of management by walking did not lead to development and creativity, and it may be that it neglected the talented and creative workers.

iii. It appeared that the changes brought about by the hotel management in the field of discovering opportunities have brought about more changes in the strategic renewal.

iv. It was found that the interest in stimulation was not at the required level regarding the stimulation system in the hotels of the research sample, as it did not enhance a sense of stimulation as a result of the management practices by roaming approved in the surveyed hotels.

 v. Slowness in dealing with information inspired by management practices by roaming, which represents feedback, and not dealing with it in a timely manner, or at least dealing with information that is critical and influential in the work of the hotel.

vi. Despite the somewhat high results regarding the management variable by roaming, they varied with regard to the extent to which this principle was embodied by the management of the surveyed hotels.

References

1.Abbad, D. O., & Alshoraty, Y. I. (2020). The Degree of Management by Wandering Around Practice and its Relation to Gender and Specialization at Private Schools in Amman. European Journal of Social Sciences, 59(1), 85-90.

2.Agarwal, Rajshree, Helfat, Constance E., (2009), "Strategic Renewal of Organizations", Organization Journal name Science, Vol. (20), Issue (2), p.p. (281–293).

3.Albert, .(2013), Strategic renewal of activity systems an interdependency perspective, Doctor of Philosophy in Management thesis, School of Management, University of St. Gallen, Switzerland

4.Al-Harthy, Maha Safar and Badawud, Omar Muhammad Omar (2022), "The reality of the practice of female leaders in primary schools in the city of Jeddah to manage by wandering about B from the point of view of female teachers," Journal of Educational and Psychological Sciences, Volume (6), Issue (6), pp. 1-32

5.Arce, P. C., Jerez, F. A. M. & Moran, J.(2021), Motivating through Managing by Walking Around, Working paper, Arizona State University, Tempe, AZ.

6.Daft, L. R., KENDRICK, M., & VERSHININA, N. (2010). Management, South-Western. International Edition .

7.Durrah, O., Eltigani, M., & Bilal, Z. (2018). Practicing management by walking around and its impact on the service quality. Int. J. Commer. Manag. Res, 4, 45-55 .

8.Farraa, N. B.(2018), The Perceived Merits Of Management By Wandering Around: A Research Intervention At Albert Haykel Hospital, Master thesis, the Faculty of Business Administration and Economics at Notre Dame University-Louaize.

9.Frase, L., & Hertzel, R. W. (1990). School management by wandering around: R&L Education

10. Gilbert, J, (2016), "An Empirical Vision For Organizational Renewal: Utilizing Self-Reflection And Self-Awareness To Prompt Deep Transformation" , International Journal Of Business Administration , Vol: 7, No: 3 , Pp: 1-14.

11. Hassan, Lujain Sami Muhammad and Al-Hamiri, Bashar Abbas (2022), "The Role of Strategic Renewal in Achieving Organizational Prosperity": A Study of the Opinions of a Sample of Administrative Leaders in the General Directorate of Education in Al-Najaf Governorate, Journal of the College of Administration and Economics for Economic, Administrative and Financial Studies, Volume (14), Issue (2), pp. 70-96
12. Houari, H.(2021), The Impact of Applying the Dimensions of MBWA on Creative Behavior: Evidence from Administrators at Abdelhamid Mehri University Constantine-2-, Revue des sciences humaines de l'université Oum El Bouaghi, Vol .8, Number .2, P. 1377
13. Luria, G., & Morag, I. (2012). Safety management by walking around (SMBWA): A safety intervention program based on both peer and manager participation. Accident Analysis & Prevention, 45, 248-257 .
14. Mehmet, O. U. B.(2021), The Effect of the Management by Walking Around on the Employee Voice, Alanya Academic Review Journal, Vol:5, No:1, pp. 487-500.
15. Perez, M. P., Fernandez, M. C. L. & Obeso, M.(2019), Knowledge, Renewal and Flexibility: Exploratory Research in Family Firms, Administrative Sciences, 9, 87, pp. 1-19.
16. Prashantham, Shameen, (2008), " New venture internationalization as strategic renewal", European management journal, Vol. (26), Issue (6), p.p. (378-387.
17. Schmitt, A. Barker, V., Raisch, S. & Whetten, D. (2015) , "Strategic Renewal In Times Of Environmental Scarcity ", Long Range Planning , pp: 1-16.
18. Shu, C., De Clercq, D., Zhou, Y., & Liu, C. (2019). Government institutional support, entrepreneurial orientation, strategic renewal, and firm performance in transitional China. International Journal of Entrepreneurial Behavior & Research .
19. Sinkkila, H. (2017), Digitalization Driven Strategic Renewal in Small and Medium Sized Enterprises in Finnish Manufacturing, Master's Thesis, Aalto University School of Science Degree Program in Industrial Engineering and Management

تأثير الادارة بالتجوال في التجديد الاستراتيجي لمنظمات الاعمال

(بحث ميداني في عينة من فنادق الدرجة الممتازة – في بغداد)

أ.د. صلاح الدين عواد الكبيسي   **الباحث/ مها فاضـــل ابراهيــم**

قسم ادارة الاعمال، كلية الادارة والاقتصاد، جامعة   **قسم ادارة الاعمال، جامعة تكنولوجيا المعلومات**

بغداد،   **والاتصالات،**

بغداد، العراق   **بغداد، العراق**

salahalkubaisy@yahoo.com   mahamaha.fadelad@gmail.com

مستخلص البحث

يهدف هذا العمل الى بيان طبيعة العلاقة بين الادارة بالتجوال والتجديد الاستراتيجي ، ومدى تأثير المتغير المستقل في المتغير التابع. تضمنت فقرات الاستبانة بوصفه الأداة الرئيسة لجمع البيانات ثلاث جوانب اساسية، تضمن الاول البيانات الشخصية للمستجيبين، فيما تضمن الجانب الثاني الفقرات الخاصة بمتغير الادارة بالتجوال من خلال خمسة ابعاد، فيما اشتمل الجانب الثالث على فقرات التجديد الاستراتيجي عبر تناول اربعة ابعاد. يلاحظ أن البحوث حول العلاقة بين الادارة بالتجوال والتجديد الاستراتيجي في قطاع الفنادق نادرة. ولذا تم جمع البيانات من عينة بلغ عدد افرادها (99) مديراً يعملون في (6) فنادق من الدرجة (الممتازة) ببغداد. وتم اجراء التحليل الاحصائي باستخدام البرنامج الاحصائي AMOS. تدني مستوى بعد التطوير والإبداع، اذ لم يحظ بنفس التقدير مثل باقي الأبعاد الأخرى، مما يعني أن ممارسة المديرين للادارة بالتجوال لم تؤد إلى التطوير والإبداع، وقد يعزى ذلك الى اغفال دور العمال الموهوبين والمبدعين. ان هذا البحث خرج بنتائج ممكن ان تكون مرشد للمدير في القطاع الفندقة والسياحة في كيفية توظيف الادارة في التجوال في التجديد الاستراتيجي للفنادق . والدراسة تعكس أهمية الادارة بالتجوال وتوفر الدعم المطلوب لممارسته وتطويره، لاسيما في قطاع الفندقة في البيئة العراقية والعربية

نوع البحث: ورقة بحثية

المصطلحات الرئيسة للبحث: الادارة بالتجوال، التجديد الاستراتيجي، فنادق الدرجة الممتازة.