

Management by Roaming and its Impact on the Level of Continuous Commitment: An Exploratory Study of the Opinions of a Sample of Teachers and Administrators in the Colleges of Tourism Sciences in Iraq

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ABSTRACT

The two researchers aim through the current research to define the concept of management by roaming and the level of continuous commitment, as well as to show the impact of the relationship between them in the faculties of tourism sciences in Iraqi universities (Al-Mustansiriyah University, Mosul University, Karbala University). The research problem was: What is the extent of application of the management style by roaming in the colleges of tourism sciences in Iraq? And what is the effect of the level of continuous commitment from the teachers' point of view, and the research started from a main hypothesis from which five sub-hypotheses emerged to explore the influence relationships between the research variables by analyzing the answers of the research sample, which included (74) teachers and administrators working in the colleges investigated, and data and information were collected Using the questionnaire, the data were analyzed using the statistical program (28.SPSS_V). The researchers reached a number of conclusions, the most important of which are: The manager, through his roaming in the organization, checks the safety and accuracy of the communication channels by matching the information received to him and comparing with the actual reality of the work.

Keywords: *Roaming Management, Continuous Commitment*

INTRODUCTION

Recent years have shown successive waves of changes, ideas and management trends, all of which aim to develop performance, the most prominent of which in recent years is the concept of roaming management, which makes managers live with their employees and get to know their personal characteristics and material needs and how to deal with them and motivate them to perform their tasks efficiently, objectively and transparently high to achieve the desired goals. Roaming management achieves many benefits for managers and administrators alike. On the real interest of the higher management and its actual commitment towards the employees and its serious endeavor to address the problems that they may encounter during the work.

FIRST - RESEARCH PROBLEM

The research problem emerged, represented by the following question:

To what extent is the management method applied by roaming in the colleges of tourism sciences in Iraq? What is the impact of the level of continuous commitment from the point of view of the teachers.

SECOND- THE IMPORTANCE OF RESEARCH:

- 1-The Iraqi Ministry of Higher Education and Scientific Research seeks to develop college management systems to improve the level of quality of education and its reflection on global indicators to classify the quality of education for Iraq.
- 2- Guiding decision-makers at the Iraqi Ministry of Higher Education and Scientific Research with modern administrative concepts, especially the concept of roaming management in its various dimensions, and revealing the degree of its practice by the administrative leaders in the colleges investigated.
- 3- Identifying the dimensions that need to enhance their practice of roaming management, and benefiting from this in supporting the level of continuous commitment to the studied colleges.

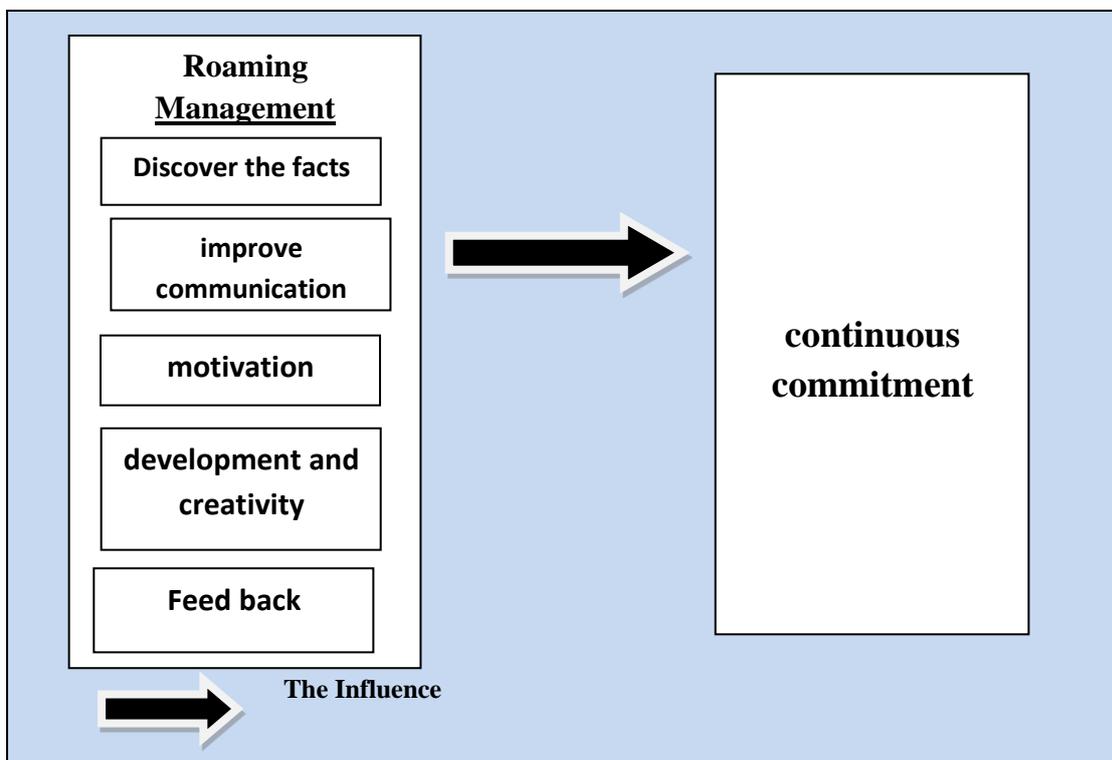
THIRD- THE RESEARCH OBJECTIVES

The current research aims to improve the level of administrative performance of the management of the faculties of tourism sciences in the surveyed Iraqi universities, through the practice of modern administrative methods by focusing on the application of management by roaming to support the level of continuous commitment to the surveyed faculties, which are:

- 1-Recognizing the level of practice of the tourism sciences colleges in Iraq of the concept of roaming management.
- 2- To reveal the level of continuous commitment of the Iraqi colleges of tourism sciences.
- 3- Determining the degree of influence between the practice of the management by roaming and the continuous commitment to the Iraqi colleges of tourism sciences.
- 4- Determining the difference in the views of the teachers and administrators of the research sample on the concept of management by roaming and the level of continuous commitment.
- 5- Reaching conclusions and recommendations related to the impact of the administration by roaming on the level of continuous commitment in the surveyed Iraqi colleges of tourism sciences.

FOURTH - THE HYPOTHESIS OF THE RESEARCH:

The research variables and the degree of influence can be clarified through Figure (1):



Source: Prepared by the researchers based on some relevant literature

FIFTH-THE RESEARCH HYPOTHESIS:

By preparing the hypothesis of the research, we can determine the research hypothesis and its subsidiaries as follows:

The main hypothesis: There is a significant effect of the management by roaming in the level of continuous commitment to the Iraqi faculties of tourism sciences investigated. The following sub-hypotheses are derived from it:

- 1-There is a significant effect of discovering the facts on the level of continuous commitment.
- 2- There is a significant effect of improving communication in the level of continuous commitment.
- 3-There is a significant effect of motivation in the level of continuous commitment.
- 4- There is a significant effect of development and creativity in the level of continuous commitment.
- 5- There is a significant effect of feedback on the level of continuous commitment.

SIXTH - RESEARCH LIMITS:

A- Temporal limits: The current research lasted for eight months, from 9/30/2021 to 5/31/2022

B - Spatial boundaries: The research included a sample of teachers and administrators working in faculties of tourism sciences in Iraq as human and spatial boundaries.

Seventh - Research Community And Sample:

A- Research community: The research community includes the colleges of tourism sciences in Iraq, represented by the Iraqi universities (Al-Mustansiriya University, Mosul University, Karbala University).

B - The research sample: the research was applied to a simple random sample consisting of (74) members of the teachers and administrators in the surveyed Iraqi tourist sciences faculties.

THEORETICAL ASPECT OF THE RESEARCH:

FIRST - ROAMING ADMINISTRATION:

1- The concept of management by roaming

(Al-Aidi, 2010: 12-13) explained the concept of management by roaming as “the administration based on the manager staying outside his office, roaming among the workers, spending most of his time in the field of work, conducting dialogue with them and discussing with them work and personal matters.” Most researchers in management sciences agreed that the concept of management by wandering is “a method of administrative transactions that bears the specificity of the need for it” (Judy and Abdel Rahman, 2011: 324).

And he defined it (Al-Masry, 2015: 12) management by roaming is “a regular social process that aims to strengthen the lines of communication and communication directly (personal), field and effective with workers and dealers in order to achieve the goals of higher management and satisfy the requirements of stakeholders”.

And (Al-Azmi, 2019:33) defined it in the concept of roaming management as "managers making inspection tours to discover the reality of performance and strengthening personal relationships with workers by improving the level of communication with them, motivating them and encouraging them to innovate and develop, and provide them with feedback".

And (Al-Daoud, 2020: 4-5) stressed, "It is an administrative style that depends on the academic leaders at the University of Hail - the focus of the study moving away from the method of remote management and adopting the management of employees through offices only, but urging them as much as possible to contact faculty members directly to know their needs And their living conditions, personal abilities and academic qualifications, so that the work is distributed in the most appropriate way, providing them with some directives and feedback that serves the goal and guides them on how to deal with the problem, if any, and develops their motives for work and production, which achieves the vision and message strategically.

2- Objectives of the roaming administration:

The management of roaming generally aims to motivate and engage employees and push them to work efficiently and effectively.

And according to (Al-Ajmi, 2010: 358), (Streshly, et al., 2012) that the roaming administration seeks to achieve the following objectives:

A - Understand the facts from the ground and through effective communication with all relevant parties.

b- Overcoming the state of bureaucratic inertia through the workers' realization of themselves, and knowledge of the inner capabilities and possibilities of succession and creativity contained within the self.

C - Continuous development and improvement, through smart and effective development of available capabilities and capabilities, and employing them in a way that supports the achievement of quantitative and qualitative objectives. As for the level of educational institutions, the (2002: Graf & Werlinich) clear up management by roaming aims to:

A - Pushing the administrative leaders to know more about the education process.

C - Verifying the correctness of educational practices and ensuring the optimal use of educational resources.

d- Improving the educational decision-making process by supporting the participation of relevant parties, encouraging participation, expressing opinions and suggestions, and benefiting from them in decision-making.

C - Providing opportunities for professional growth to support the achievement of individual and collective goals.

3- Dimensions Of Management By Roaming: (Saliha, 2015), (Al-Sakarna, 2010), (Al-Khudairi, 2000: 44-57), (Al-Shibli and Al-Nesour, 2009) agreed on the dimensions:

A - Fact finding: a stage based on data collection from the ground and implementation, whereby managers can, through their inspection tours, identify the volume of complaints related to workers and work problems.

B - Improving communication: a process based on the exchange of informal communications, in addition to formal communications, building confidence among workers and spreading the spirit of cooperation and teamwork. Through inspection tours and field visits, the itinerant manager can motivate employees and push them to make more effort and influence their behavior in a way that supports their achievement of individual and collective goals.

C- Development and Creativity: It refers to the manager's ability to add new and innovative, present new ideas, discover creators and inspire those working with creative solutions, and define training programs for the development of workers through his roaming.

D- Motivation: It refers to the manager's ability to motivate employees to give and raise their performance levels.

Raising their morale and deepening their sense that they are partners in setting the goals of the organization.

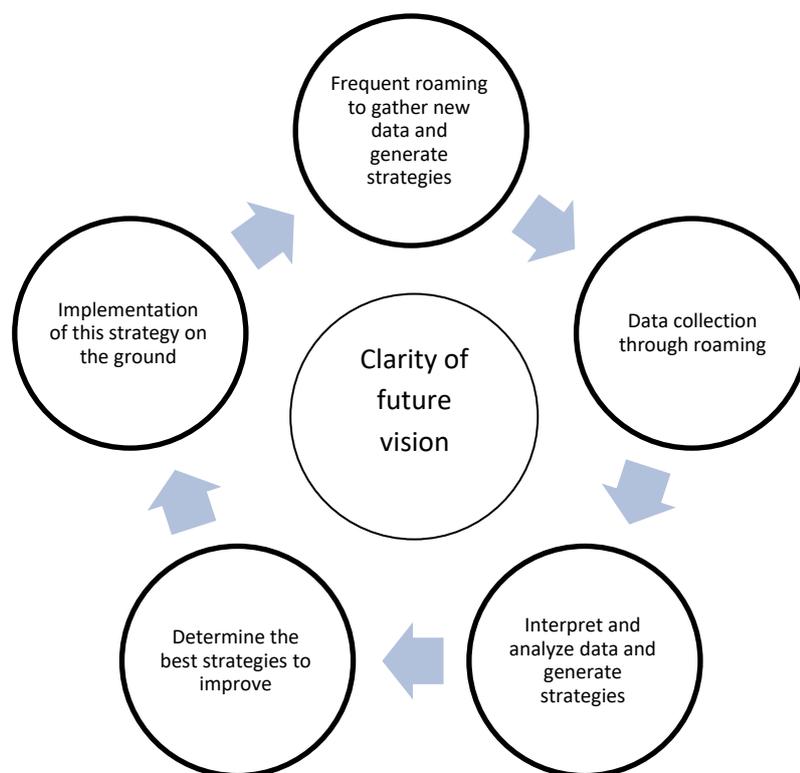
E - Feedback: It refers to the ability of the itinerant manager to help workers realize their capabilities.

Developing and correcting their performance, knowing their strengths and weaknesses, determining the type of training required of them, and providing them with the necessary information on everything related to their work.

4- Steps To Implement Roaming Management:

(Cervone & Martinez, 2007) identified a set of steps for roaming management, with the aim of continuous development and improvement in the educational process, as follows:

Figure (2) Steps of roaming administration



Source : Cervone , L & Martinez , P , (2007) , Classroom walkthroughs as catalyst for school improvement , leadership compass , Vol.4 , No.4 , pp1-4

It is clear from Figure (2) that the roaming administration goes through a set of steps to achieve continuous improvement in the educational process, which are:

A - Clarity of the future vision: meaning that the vision is derived from the reality and is commensurate with its data and variables, such as the number of students in the college, the density of classes, infrastructure and electronics, the expectations of the parties related to the college, and their perceptions of the expected quality.

B- Collecting all data and information about the current situation of colleges and their interpretation, in a way that enables us to generate the largest number of strategies to build different perceptions of the process of development and improvement in the educational process.

C - Determine the strategies with the highest relative weight in the opportunities for improvement of the teaching and learning process.

D- Putting these strategies into practice on the educational ground, identifying obstacles and trying to overcome them constantly.

E- Conducting more regular and non-scheduled inspection tours to collect new data and information and develop strategies that are compatible with it at each stage.

5- Requirements for the roaming management application:

When implementing roaming management, and to ensure its success, many requirements must be met, including (Al-Farawneh, 2016:) which are:

A- Sincere interest in employees, identifying their hopes, aspirations and problems facing them, and working to solve them.

B - Facilitating matters and delegating authority to all members of the organization.

C - Achieving a higher level of interaction and cooperation among the members of the organization.

d- To credibly share between the management and employees of the organization about the work and tasks performed and the time required to complete them.

C - Diagnosing obstacles by exploring the field reality.

H- Choosing administrative leaders based on competence and mastery of good communication skills and smart ways of dealing with employees and working to develop their skills.

g- Helping employees to feel more confident in themselves and their abilities to achieve success.

SECOND - CONTINUOUS COMMITMENT:

Jerna and Baron, (216: 2009) describe the continuous commitment to the strength of the individual's desire to stay in a particular organization because he believes that leaving work in it will cost him a lot, and these costs may be material or moral. Over time (such as pension plans such as promotion, retirement, and camaraderie for some individuals), many individuals do not wish to sacrifice these matters, for example, these individuals are said to have a high degree of continuity loyalty.

As for (Al-Tak, 2010: 80), it indicated the realization of the fact that the costs associated with leaving the organization are high costs, including (the risk of wasting time, time and effort spent to acquire skills that are not transferable, loss of attractive gains, and the collapse of personal or family relationships due to leaving work).

It can be concluded that the individual's main connection in the organization is based on continuous commitment, which is a means to achieve his personal goals that he cannot achieve in another organization.

Khair El-Din, Musa and others (13: 2010) believed that the continuous commitment depends on the worker when he remains in his work in any organization for long periods of time, he builds investments that include time, job effort, acquired skills, benefits and reward that discourage him from seeking alternative work in another organization.

Accordingly, this form of commitment requires the employee to realize the magnitude of the costs and losses associated with leaving the current organization, and then this main association of the employee with the organization and his decision to stay in it constitutes an effort to retain the benefits and benefits and the continuity of obtaining them.

THE PRACTICAL ASPECT OF RESEARCH:**FIRST: TESTS OF THE MEASURING INSTRUMENT:**

The researchers conducted a sample size adequacy test (KMO), exploratory and confirmatory factor analysis, as well as a reliability test. The value of the Kaiser-Meyer Olsen test was (0.624), and the value of the Bartlett test was (481,839) at the level of significance (0.000) and the degree of freedom (271) for the independent variable management By roaming and measuring through (24) items and a sample consisting of (74) observations of teachers and administrators in the colleges of tourism sciences in Iraq answered it, while the value of the Kaiser-Meyer Olsen test was (0.621), and the value of the Bertlett test (201.801) at the level of significance (0.000) And the degree of freedom (53) for the dependent variable, continuous commitment, which is measured across (8) paragraphs.

The independent variable management by roaming got a latent root (12.088), and an explanatory variance value (72.036%) caused by five factors, while the dependent variable continuous commitment got a latent root (5.244), and an explanatory variance value (60.026%) caused by one factor, while The saturation values ranged (0.738-0.501) for the components of the rotation matrix, while the value of the stability coefficient for the resolution in general was (0.782). 0.789), while the pairwise (16) items obtained the Cronbach's alpha coefficient (0.752), while the strength of the correlation of the two halves of the resolution was on the average strength correlation coefficient (0.341), the value of the Spearman-Brown coefficient (0.730), and the Cotman segmentation coefficient (0.727), In addition, all the composite stability values exceed (0.70), and the average deviation of the variance is greater than (0.50), and all paragraphs saturation values are significant, as shown in the results of Table (1).

Table (1) Stability test of the search scale

Variables	KMO	Approx. Chi-square	Df	Sig
Roaming management	0.624	481.839	271	0.000
Ongoing commitment	0.621	201.801	53	0.000
The overall explanation for the variance	Dimensions of roaming management		Ongoing commitment	
	%72.036		%60.026	
latent root	12.088		5.244	
Stability (Cronbach alpha)	0.789		0.872	
Half-segmentation (α)	individual paragraphs		marital paragraphs	
	0.789		0.752	
correlation coefficient	Spearman Brown Laboratories		Guttman parameter	
0.341	0.730		0.727	
overall resolution stability	0.782			

Source: SPSS V.28 outputs

SECOND: THE DEMOGRAPHIC VARIABLES OF THE RESEARCH SAMPLE:

The two researchers conducted its current study in the faculties of tourism sciences in Iraqi universities (Al-Mustansiriyah, Karbala, Mosul) and through (3) college out of (3), counting a number of teachers and administrators in the Faculty of Tourism Sciences at Al-Mustansiriyah University (43) at a rate of (58%) and the University of Karbala (18) with a percentage of (24%), and from the University of Mosul (13) views and a percentage of (18%), as the male component of it (91.5%), while the percentage of females was (8.5%), and at the level of scientific qualification it was for a doctorate degree with a percentage (100%), as for the level of years of functional service in the current position, the service category (2) years with a percentage of (46.8%) of the research sample, and the category of (3) years on the second rank with a percentage of (36.2%), while the ranking was a category (4) At a rate of (17%), as the researchers noted the homogeneity of experience and knowledge with the progress of the academic path at the leadership levels, as shown in Table (2).

Table (2) Demographics of the research sample

Sex		Functional class			Certificate
Male	Female	PhD	3	4	PHD
43	4	47	17	8	47
Al Mustansiriyah		Karbala			Mosul
43		18			13
58%		24%			%18

Source: SPSS V.28 outputs

THIRD: DESCRIPTIVE STATISTICS FOR RESEARCH:

The level of the answers of the research sample about the two variables investigated, as well as their dimensions, as shown in the results of Table (3), were analyzed and diagnosed through the arithmetic mean, standard deviation, coefficient of variation, relative weight, and the calculated (T) value, add to this the order of the variables according to the relative difference coefficient And the size of the effect of the main variables, and their dimensions, the results of the descriptive statistical analysis were as follows:

Table (3) Analysis and diagnosis of the level of sample answers (n = 74)

	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	T value	Impact size	priority
Roaming management	3.57	0.325	9.10	71.4	12.022	1.426	The First
Discover the facts	3.87	0.636	16.43	77.4	9.377	1.112	3
improve communication	3.02	0.671	22.21	60.4	0.204	0.024	5
Stimulus	3.80	0.427	11.23	76	12.843	1.524	1
development and creativity	3.60	0.542	15.05	72	7.588	0.900	2
Feed back	3.56	0.640	17.98	70	10.180	1.012	4
Ongoing commitment	3.31	0.355	10.725	66.2	5.986	0.710	Second

Source: SPSS V.28 outputs

Discussing the results in light of the descriptive analysis of the data of the research variables:

1-The administration by roaming obtained a high-level arithmetic mean (3.57), and received a good relative attention (71.4%), which was given by the teaching and administrative staff in the faculties of tourism sciences to the ability to manage by roaming, as the answers were consistent and converged in agreement on its availability with a relative coefficient of difference (9.10%). To get the first order, and with a standard deviation (0.325) indicating the harmony and convergence of opinions, he obtained the calculated (T) value (9.103) which is more than the tabular (T) value (1.994) at the degree of freedom (73) and the level of significance (0.05) and the size of The effect of (1.426) is strong. At the level of dimensions, the stimulus ranked first, with an arithmetic mean (3.80), a high level, and a relative coefficient of variation (11.23%), while it came after development and creativity in the second rank, with a relative coefficient of variation (15.05%) and practicing with an arithmetic mean (3.60). was of high level, while the third rank for the dimension of discovery of facts was with an arithmetic mean (3.87) high and a relative coefficient of difference (16.43%), while the fourth rank for the dimension of feedback was with an arithmetic mean (3.56) high, a standard deviation (0.640) and a relative difference coefficient (17.98). , and finally solved after improving the connection with a relative coefficient of variation (22.21 %) and with an arithmetic mean (3.02) moderate, as the value of (T) calculated for the dimension was (0.204), which is less than its tabular value (2.011) at the degree of freedom (46) to confirm the weakness of the dimension of practice and adoption by the surveyed colleges.

2- The continuous commitment obtained an arithmetic mean (3.31) of moderate level, and it is practiced with relative interest (66.2%) medium, as the answers agreed, converged and converged on the availability of continuous commitment with a relative coefficient of variation (10.72%) and a standard deviation (0.355) to get the second rank among The research variables, as the calculated value of (T) for continuous commitment was (5.986), which is more than its tabular value to suggest its availability and practice.

3- It is noticeable that the effect size shown by the concept of roaming management is strong in continuous commitment, as the effect size value (0.243) appeared as a result of the test (the effect size of the independent variable in the dependent variable).

FOURTH: INFERENTIAL STATISTICS AND TESTING THE MAIN RESEARCH HYPOTHESIS (ADMINISTRATION HAS A SIGNIFICANT EFFECT ON ROAMING AND ITS DIMENSIONS ON CONTINUOUS COMMITMENT).

Table (4) shows the presence of the following relationships:

a. The effect of discovering facts on continuous commitment was clear (3.7%) with a calculated (T) value (0.476), which is less than its tabular value (1.994), while the interpretation coefficient was (3%) at the significance level (0.635) and with a calculated (F) value (. 227), which is less than its tabular value (3.976), to confirm that the researched tourism science faculties do not invest in discovering facts in improving continuous commitment.

B. The effect of improving communication on continuous commitment was found (23.8%) and with a calculated (T) value (3.214), which is more than its tabular value (1.994), while the interpretation coefficient was (12.4%) at the significance level (0.002) and with a calculated (F) value (10,329.) which exceeds its tabular value (3.976), to confirm the investment of the studied tourism sciences faculties to improve communication weakly in improving the continuous commitment.

T. The effect of motivation appeared in the continuous commitment (38.9%) and the calculated (T) value (4.480), which is more than its tabular value (1.994), while the interpretation coefficient was (21.6%) at the significance level (0.000) and the calculated (F) value (20,074). It exceeds its tabular value (3.976), to confirm the investment of the faculties of tourism sciences, which is moderately stimulating in improving the continuous commitment.

d. It was clear that the percentage of the impact of development and creativity on continuous commitment (43.6%) and the calculated (T) value (4.614), which is more than its tabular value (1.994), while the interpretation coefficient was (22.6%) at the significance level (0.000) and the calculated (F) value (21.292.) which exceeds its tabular value (3.976), to confirm the investment of the researched tourism science faculties for development and creativity in an average way in improving the continuous commitment.

c. It was clear that the percentage of the impact of feedback on continuous commitment (29.7%) and the calculated (T) value (3.760), which is more than its tabular value (1.994), while the interpretation coefficient was (16.5%) at the significance level (0.000) and the calculated (F) value (14.138.) which exceeds its tabular value (3.976), to confirm the investment of the surveyed tourism sciences faculties in an average way in improving the continuous commitment.

h. Finally, the researchers found the percentage of management's impact by roaming on continuous commitment (73.5%) and the calculated T value (5.703), which is more than its tabular value (1.994), while the interpretation coefficient was (30.8%) at the significance level (0.000) and the calculated (F) value. (32.521), which is more than its tabular value (3.976), to confirm the investment of the faculties of tourism sciences surveyed for the management by roaming well in improving the continuous commitment.

Table (4) The impact of the management by roaming and its dimensions on the level of continuous commitment

F Test	Constant	Moral	T Test	Standard Error	Determination r ²	Independent B	Effect	Relationship Signal	Dependent
0.227	3.908	0.635	0.476	0.078	0.03	0.037	Discover the facts	⇒	continuous commitment
10.329	3.171	0.002	3.214	0.074	0.124	0.238	improve communication	⇒	
20.074	2.495	0.000	4.480	0.087	0.216	0.389	Stimulus	⇒	
21.292	2.268	0.000	4.614	0.095	0.226	0.436	Development and creativity	⇒	
14.138	3.050	0.000	3.760	0.079	0.165	0.297	Feed back	⇒	
32.521	1.096	0.000	5.703	0.129	0.308	0.735	Roaming management	⇒	

Source: SPSS V.28 outputs

CONCLUSIONS AND RECOMMENDATIONS:

FIRST – CONCLUSIONS:

- 1-Development and improvement take place through smart and effective development of the available capabilities and capabilities, while employing them in a way that supports the achievement of quantitative and qualitative goals.
- 2- The educational decision-making process is improved through the participation of relevant parties, encouraging participation, expressing opinions and suggestions, and benefiting from them in making decisions.
- 3- The itinerant manager can motivate the employees and push them to make more effort and influence their behavior in a way that supports the achievement of individual and collective goals through his inspection tours and field visits in the organization.
- 4- He loses the continuous commitment to the organization by leaving a lot of what he invested in it over time, such as (promotion, retirement, and the camaraderie of some individuals within the organization).
- 5- Continuous commitment achieves a major link for individuals in the organization, which is a means to achieve the individual's personal goals that he cannot achieve in another organization.
- 6- The manager, through his roaming in the organization, verifies the integrity and accuracy of the communication channels by matching the information received to him and comparing with the actual reality of the work.

SECOND - RECOMMENDATIONS

- 1-Urging the managers of the surveyed organizations to follow up the progress made at the global level in the field of tourism education and to identify global experiences in the field of smart and effective development of the capabilities and possibilities available to achieve quantitative and qualitative goals in the organization.
- 2- Urging the administrations of the surveyed organizations to improve educational decision-making processes and keep pace with the changes taking place in the field of education because of their importance in raising the level of performance of individuals and working to take opinions and studied proposals to achieve the required goals.
- 3- The manager determines the selection of workers through the interview, discovering the creators among them, and defining training programs for them with the aim of diagnosing and developing a mechanism for developing weaknesses and investing their strengths.

4- The manager achieves through the management by roaming interaction and continuous communication in a more effective way in motivating the employees in the organization and influencing their behavior to achieve the continuous commitment to the educational process in the surveyed organizations.

5- Managers adopt several methods for the various motivational process, in proportion to each of the employees of the organizations in question, to give them incentives fairly.

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