

The Reality Of Practice Of Management By Walking Around By The Secondary School Principals From The Point Of View Of Teachers In Dammam City

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Abstract: The study aimed to identify the reality of management by walking around practice among secondary school principals from the point of view of teachers in Dammam City. The descriptive survey approach is used, as well as a questionnaire was applied to a sample of (487) teachers, and the study concluded some outcomes as the following: As for the reality of the management by walking around practice among secondary school principals from the point of view of teachers in Dammam City, it achieves a high score in general, as there are no statistically significant differences between the responses of the study population on practice of management by walking around by deans college attributed to the difference of scientific calculation and there are statistically significant differences between the responses of the study population on practice of management by walking around by deans college attributed to the difference of experience years, which is in favor of the experienced study population (ten years or more).

Research Background:

The world witnesses today accelerated developments and changes in various fields at all levels, including pedagogical management and leadership, which prompts countries to enter a global competition to raise the level of outcomes and enhance it. The administrative style adopted in any educational organization is a main factor for its success and achieving its objectives. Therefore, this status leads to an increase in the need for paying attention to selecting the best contemporary management and leadership styles which contributes to performance continuous improvement and achieving the best of expected targets. The distinguished leader is always looking for the best-advanced management styles, as well as the factors that have positive and effective impacts on the leaders' behaviors, and this requires the leader to possess multiple skills in line with

the requirements of the knowledge and technology era in which we live today.

The management by walking around approach is one of the modern administrative concepts and an effective administrative style in major institutions and academic departments at the university. This style depends on the presence of the academic department's heads in the fieldwork to determine the facts and follow the course of events within departments and work sites, and based on that they become able to identify the social, psychological, and training needs of workers and the needs of technical and material departments, and they always present to motivate workers and raise their morale and guide them regularly towards achieving the goals of the organization, rather than spending more time inside offices (Abduljalil, 2011, p. 145).

Management by walking around is an administrative style based on reducing geographical and temporal distances through effective presence at the sites of events by simultaneous real experience and achieving participation and consultation with the workers. The management by walking around depends on conducting inspection tours by the managers to inspect the real implementation of the thematic plans and programs, and to know and follow up the progress and regularity of work (Al-Khudairi, 2000, p. 32).

The credit goes to Peters & Waterman for the promotion of the trend of management by walking around in their book "In Search of Excellence" in the early 1980s, as they are defining it as Spending time away from the office to listen to consumers, connecting effectively with suppliers and employees, and look for innovators and new ideas. (Frauna, 2016, p. 16).

Instead of restricting itself to traditional frameworks, the management is always evolving to become a development manager. The development of performance has been the focus of a series of theories and management trends that have evolved in recent years, including management by walking around. (Al-Ajmi, 2010, p. 207). Management by walking around has clear effects on several aspects of management so that the work pervades and covers all aspects, as the study by Mohamed (2019) indicated the impact of management by walking around on promoting the organizational culture of universities, and the study by Al-Aliyeen and Al-Zahrani (2016) showed the importance of management by walking around as a modern administrative style in organizing the administrative process in educational and service organization, and the study by Payne (Payne, 2010) confirmed that management by walking around has a positive impact in providing a supervisory

educational environment that focuses on all elements of the entire educational process (teachers, students, curricula and educational methods).

Al Daoud's study (2019) indicates the need to adopt programs that contribute to increasing the motivation of academic leaders to practice management by walking around, and the study by (Luria & Morag, 2012) shows that management by walking around is the source of intensive information, and the study by (Al-Nabaa, 2010) confirms that the management by walking around method solves many problems, works to build confidence between the manager and workers, shortens time, effort and costs, and achieves satisfaction for workers, and the study by (Skreta, 2008) states that management by walking around helps to build positive relationships and enhance job satisfaction, and the study by (Macneil & Boyd, 2006) shows that management by walking around provides timely feedback. Therefore, successful leaders are keen to be near the fields of work, to verify the source of information by examining it in a practical sense (Al-Khudairi, 2000, p. 97).

Arab and foreign studies have been interested in the study by management by walking around among academic and educational leaders, because of its clear importance in the educational process and improving performance. The study by registration (Alqeed, 2015) recommended the importance of spreading management by walking around as a culture aims at building a successful organization and achieving positive communication. The study by Qaddoumi and Khawaldeh (2014) indicated results, the most important of which are: There is a positive correlation between the degree of management by walking around among school principals and the level of the school staff job performance. The results of the study by Al

Muwadia (2014) also indicated that management by walking around has an impact on the development of teachers' competence. The study by (Tucker & Singer, 2013) also showed that the influence of management by walking around and the presence of senior management does not have a positive impact on the performance of employees if senior management is not involved in solving employee problems. Al Shahry's study (2011) emphasized the need to develop the administrative performance of school principals in the light of management by walking around. The study by (Cervone, 2007) and (Rossi, 2007) proved that management by walking around has a prominent role in raising achievement as a result of encouraging employees to follow the best educational practices.

Based on the above, the researcher found a motivation to study the reality of the management by walking around practice among secondary school principals from the point of view of teachers in the city of Dammam because of its many advantages in developing their administrative practices and raising their efficiency in particular and achieving the objectives of education in pedagogical institutions in general.

The Problem of the Research:

Although many challenges threaten the stability and survival of educational and pedagogical organizations (Al-Banna, 2016, p. 16), and reflect on modern ideas and trends that give organizations the status of modernity and development in the Department of Education in the Eastern Province, there is a need to keep pace with this development and ensure that the concerned heads of the departments attend regularly in the field work sites, to be aware of the work progress inside these schools to enhance and improve performance and to recognize the actual work and identify the

problems and needs of teachers, and contribute to solving them, and provide the opportunity to rely on real information and know the achievements of managers and teachers and their capabilities.

The importance of school administration and its important role in the success of the educational process and the achievement of the goals of education is evident, while the school principals bear burdens and tasks related to administrative and technical affairs. Many studies have pointed to this problem, such as the study by Habib and Yami (2016), as it showed that one of the obstacles that limit the practice of management by walking around is the large number of tasks entrusted thereto and work pressure. The study by Al-Qarni (2016) also indicated that the most obstacles that hinder the practice of management by walking around were the lack of proper planning for the transition process towards management by walking around, followed by heavy work and work pressure.

The study by Al-Aliyeen and Al-Zahrani (2016) also indicated that the reality of management by walking around among the women academic leaders at the University of Tabuk was weak in all fields (decision-making, effective communication, development, creativity, and feedback), and the study by Atoum (2017) found that the level of management by walking around the practice of its dimensions: (time management, motivation, communication, creativity, decision-making, human relations) among the heads of academic departments at the University of Dammam was medium.

The study by (Brown & Coley, 2011) confirmed that management by walking around contributed to breaking the barrier of fear via a direct connection between workers, and building positive relationships based on trust between them, based on effective observations and

detailed guidance provided by supervisors during supervisory tours, and the study by Koerperich's (2008) showed that management by walking around is one of the modern effective supervision methods, which increases the professional growth of workers, and has a role in increasing their levels of confidence. Based on the foregoing, this research tries to identify the reality of the practice of management by walking around by the secondary school principals from the point of view of teachers in Dammam city.

Research Questions:

What is the Reality of Practice of Management by Walking Around by the Secondary School Principals from the Point of View of Teachers in Dammam City?

Are there statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the means of the degree of the management by walking around the practice of secondary school principals from the point of view of teachers in the city of Dammam attributed to the variables of the study (experience and educational qualification)?

Research Objectives:

Based on the problem and questions, the research sought to achieve the following objectives:

Reveal the reality of the practice of management by walking around by the secondary school principals from the point of view of teachers in Dammam City.

Reveal statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the means of the degree of the management by walking around the practice of secondary school principals from the point of view of teachers in the city of Dammam attributed to the variables

of the study (educational qualification and experience)?

The importance of the study:

The importance of this study originates from its topic, which is the level of management by walking around practice among secondary school principals from the point of view of teachers in the city of Dammam, where the level of education system progress highly depends on the level of school administration thereof. The researcher hopes that the results of the study will contribute to enhancing the concept and areas of management by walking around for secondary school principals through some recommendations submitted by the study, which would raise the level of efficiency of school principals as well as improve the secondary school and educational administrative environment in the schools of Education Department in the Kingdom of Saudi Arabia. The importance of the study lies in the fact that it is the first study in the researcher's knowledge that addresses the level of the application of management by walking around in the Dammam Educational Zone.

Research limitations:

The research addressed the following limits:

Objective Limits:

The research addressed the following dimensions of management by walking around: (Discovery of Facts dimension, Communication Improvement dimension, Organization dimension, Participatory Work dimension) and the extent of its achievement from the point of view of secondary school principals in the city of Dammam.

Time Limits:

The research was applied in the academic year 2022.

Spatial Limits:

The research was conducted in secondary schools in the city of Dammam in the Eastern Province of Saudi Arabia.

Human Limits:

The research covered all secondary school principals in the city of Dammam in the Eastern Province.

Definition of Study Terms:

Management by Walking Around:

(Serrat, 2009) defines management by walking around as:

Management emphasizes the importance of interpersonal relationships, open assessment, and cognition, and it is a way adopted to build and improve performance in the workplace (p. 32).

Procedural definition of management by walking around:

The ability of high school principals to go out to the actual work site and smart interaction with school employees to invest time and encourage employees, discover facts, improve communication and organization, share, motivate, create, identify, and solve field problems quickly and provide the required support.

Previous Studies:

The study by (Abdul Aziz,2020) titled: Management by walking around and its Relationship to the Effectiveness of strategic decisions at Hafr Al-Batin University: A field study. The study aimed to highlight the relationship between the practice of management by walking around and its dimensions: (Discovering facts, improving communication, motivation,

development and creativity, feedback), and the effectiveness of strategic decisions with their dimensions: (Defining the strategic position, defining strategic objectives, generating the strategic alternative, choosing the strategic alternative, and implementing the strategic decision), at Hafr Al-Batin University, and exploring the strength of the links and depth of communication between the senior management of the university and its employees. The descriptive approach was used, and the questionnaire was distributed to the study sample of 172 faculty members. The study reached results, the most important of which are: The high percentage of management by walking around practice at Hafr Al-Batin University, the awareness of the sample individuals of the importance of practicing it, and the positivity of their attitudes towards it, and the existence of a statistically significant relationship between the management by walking around practice and the effectiveness of strategic decision-making at Hafr Al-Batin University.

A study by (Al Daoud, 2019) titled: The Reality of Management by walking around practice among academic leaders at the University of Hail and the ways adopted for the development thereof. The study aimed to identify the degree of management by walking around practice by academic leaders and to propose ways to develop its practice at the University of Hail in Saudi Arabia. The sample was selected from 192 of the population of 261 from all academic leaders at the University of Hail. The questionnaire was used as a study tool, and the most important results are: The existence of statistically significant differences between the means of the sample individuals' responses towards the areas of the academic leader discovery of the facts, feedback, and the overall score in favor of the sample individuals, and it also

showed that there are no statistically significant differences between the means of the sample individuals responses towards all areas of academic leadership practices, as well as the overall score attributed to the variables of the nature of work and the number of years of service.

Study by (Albishr, 2019) titled: *The Reality of Management by walking around practice among female administrative leaders in the Female Students Study Center in Saudi Universities*. The study aimed to reveal the reality of management by walking around practice among female administrative leaders in the Female Students Study Center in Saudi Universities and to identify the obstacles to the practice of management by walking around and the requirements for improving it. The descriptive survey approach was used, and the study sample was 143 female leaders at King Saud University and Imam Mohammad Ibn Saud Islamic University, and the questionnaire was used as a tool to collect information, and the study reached several results, the most important of which are: The reality of the management by walking around practice among female administrative leaders in the Female Students Study Center in the Saudi Universities recorded a high score from the point of view of the study sample. The obstacles to the practice of management by walking around obtained an average degree from the point of view of the study sample. The requirements for improving the management by walking around practice among female administrative leaders recorded a high score from the point of view of the study sample.

Study by (Al Durais, 2018) titled: *The Reality of Practice of Management by Walking Around by Deans of College of Shaqra University from the Point of View of Departments Heads* The study aimed to identify the reality of the management by

walking around practice and its dimensions: Time management, motivation, communication, creativity, decision-making, human relations, among deans of College of Shaqra University from the point of view of heads of departments. The descriptive survey approach is used, as well as a questionnaire was applied to a sample of heads of departments in College of Shaqra University, namely 47 heads of departments, including 29 male and 18 female, and the study concluded some outcomes as the following: The reality of the management by walking around practice and its dimensions: Time management, motivation, communication, creativity, decision-making, human relations, among deans of College of Shaqra University from the point of view of heads of departments achieves high score in general, as there are no statistically significant differences between the responses of the study population on management by walking around practice by deans of colleges attributed to the difference of gender and scientific grade and there are statistically significant differences between the responses of the study population on management by walking around practice by deans of colleges attributed to the difference of service years, which is in favor of the experienced study population having experience of 10 ten years or more.

Study by (Al-Qarni, 2016) titled: *The Reality of Management by walking around practice by female deputies of the Departments and the Obstacles to its Practice from the Point of View of Faculty members in the Faculty of Arts*.

The study aimed to identify the reality of management by walking around practice by female deputies of the departments and the obstacles to its practice from the point of view of faculty members in the Faculty of Arts, and the descriptive approach was used

using a questionnaire distributed to a sample of 30 faculty members, and the study concluded several findings, including: Female deputies of the departments practice management by walking around in a medium degree, and that the most common practices of the management by walking around in the Faculty of Arts were that "the female deputy of the department participates in events at the department and university levels," followed by that "the female deputy of the department obtains information on performance within the department through regular walking around and prior notification," and that the most obstacles are "the lack of proper planning for the transition process towards management by walking around," followed by "the heavy work and the pressure of work on the female deputies of the departments", and there were no statistically significant differences between the responses of the study sample attributed to the department's variables and the number of years of service.

A study by (Al-Aliyeen and Al-Zahrani, 2016) titled: The Reality of Management by walking around among the women academic leaders at the University of Tabuk. This study aimed to identify the reality of management by walking around among the women academic leaders at the University of Tabuk, and it used the descriptive survey approach, and a questionnaire was created and distributed to 107 leaders. The study concluded several findings, including: The reality of management by walking around among the women academic leaders at the University of Tabuk was weak in all areas of decision-making, effective communication, development and creativity, and feedback. There are no statistically significant differences between the means of the sample responses on the degree of exercise of women academic leaders according to

the two variables of the study (scientific degree, type of college).

A study by (Eshtewi, 2015) titled: The Reality of the Application of Management by walking around from the Point of View of Workers at the University of Palestine.

This study aimed to identify the reality of the application of management by walking around from the point of view of workers at the University of Palestine. To achieve the objectives of the study, the descriptive approach was used. The questionnaire was applied to a random sample of 140 employees from among the administrative and academic staff of the university. The study concluded several results, including that the level of application of management by walking around at the University was medium, and that the level of application of management by walking around dimensions represented in the following: Discovering facts, improving the communication process, teamwork, motivating distinguished workers, development, and creativity, and promoting the principle of feedback, was medium, and there are no statistically significant differences in variables of gender, job grade, and years of service.

Study by Luria & Morag (2012) titled: Safe Management by walking around: A preventive program based on the Participation of Managers and Counterparts in the USA. The study aimed to adopt the management-by-walking-around approach to achieve safe management. The study used the case study approach to discover the impact of the management by walking around application on improving security in a department in the USA. The study relied on observation in data collection for three years, in which the management by walking around was linked to an information system to develop administrative and organizational security.

One of the most important results was that employees were encouraged to conduct inspection tours five times more than managers and were able to obtain extensive information about safety and its conditions, which they will not be able to obtain unless they conduct administrative inspection visits.

Study by (Macneil & Body, 2006) titled: Proposed perception of the management by walking around. The study aimed to develop a strategy based on mixing leadership and management in the work of the manager through many activities. This strategy must include leadership and management by walking around and a strategy that moves from the philosophy of advice and guidance and upgrade to include knowledge, strength, and progress of organizational leaders who know everything about their organizations by being present in the work sites through communication between the manager and his/her subordinates. The analytical descriptive approach was used, as 3 Australian schools were chosen, in which the leader tours were conducted, where they observed, monitored, and interviewed for a sufficient time with teachers and managers therein. By reviewing the documents related to the subject of the study, the study found that leadership and management by walking around play a large role in the leadership style adopted, that the office is not the first place, in which we find the manager, and that the principals of the three schools are fully aware of the work intensity and the heavy workload and great responsibility in the modern educational environment. The study found that the management by walking around is an ongoing system to evaluate the performance of teachers in the school individually and collectively and provide teachers with timely and appropriate feedback.

A study by (Atoum, 2017). titled: The degree of management by walking around practice among heads of academic departments and its relationship to improving the job performance of faculty members at the University of Dammam. This study aimed to identify the degree of management by walking around practice among heads of academic departments and its relationship to improving the job performance of faculty members at the University of Dammam. To achieve this study, a questionnaire was used to collect information and distribute it to a random sample of 325 persons. The descriptive analytical approach was used. The study concluded that the degree of management by walking around practice and its dimensions: Time management, motivation, communication, creativity, decision-making, and human relations, among the heads of departments, achieved a moderate score, and it was found that there are statistically significant differences in the degree of management by walking around practice impact on job performance attributed to variables (gender, college, service).

Study by (Tucker & Singer, 2013) titled: Impacts of the Management by Walking Around: Random Field Study. The study aimed to test a program to improve job performance based on management by walking around practice by senior managers to observe employees on the front lines, share their ideas and work to solve the problems they face. A random sample was selected from 19 organizations to implement the program based on management by walking around for a period of 18 months. The study found that the organizations whose managers solve the problems of employees show better performance and that the presence of senior management does not have a positive impact on the performance of employees if senior management does not participate in

solving the problems of employees effectively. The study recommended that the presence of senior management on the front lines is useful only if they participate effectively in solving problems and making amendments to the proposed program to apply management by walking around by senior management to improve the employees' job performance.

Study by (Payne, 2010) titled Application of Management by Walking Around: One school tour in Virginia (case study).

The study aimed to demonstrate the impact of the management by walking around in improving educational practices, through the Western District Directorate in Virginia selection of the Western Middle School to apply the curriculum of educational management by walking around inside the school for four consecutive years and to achieve the goal, the researcher used the descriptive analytical approach, and the study sample consisted of 83 teachers and 4 administrative staff, and used the method of personal interview for administrative staff, and a questionnaire that was distributed to teachers as study tools. The study concluded several results, the most important of which are: The management by walking around has a positive impact in creating a supervisory educational environment that focuses on all elements of the entire educational process (teachers, students, curricula, and educational methods). The management by walking around helps to exchange ideas freely, leading to working in a team spirit and cooperation, and that the organization and its employees become an integral part. The management by walking around also plays an important role in determining the needs of teachers and providing them with professional growth opportunities.

Methodology & Procedures

Methodology:

To achieve the objectives of the study, the researcher used the descriptive survey approach, which aims to collect clear, accurate, and specific data and information on the current situation required to be addressed in the research study.

Study Population:

The study population consisted of all 875 teachers at public secondary schools in the city of Dammam during the first semester of the year 2022, according to the statistics of the Department of Education, Eastern Province.

Study Sample:

The study sample consisted of (530) teachers and (60%) of the study population, according to Herbert Arkan equation, where it was chosen in a simple random way from among the members of the study population of (875) teachers. (530) questionnaires were distributed and (487) questionnaires were returned thereof, which are valid for analysis and at 55% of the study population.

Study Tools:

Study Tools: A questionnaire was developed to collect information and data, and the questionnaire went through the following practical steps:

Determining the general purpose of the tool and the objectives of the questionnaire: It was represented in revealing the reality of the management by walking around practice among secondary school principals from the point of view of teachers in the city of Dammam, and the previous tools of research, scientific theses, and studies were reviewed as a study by (Atoum, 2017), a study by (Payne, 2010), the study by (Eshtewi,2015), and the study (Al-Dhuraish,2018), which aimed to know the management by walking around practice by secondary school principals

from the point of view of teachers in the city of Dammam, in local, Arab and foreign educational environments on a five-tiered scale.

Determination of the measurement areas and dimensions of the study tool: The questionnaire consisted of four dimensions (discovery of facts, improvement of communication, organization, and participatory work). Each statement has been given a tiered weight on the 5-point Likert scale and is numbered in the following order: (5) Strongly agree, (4) Agree, (3) Neither agree nor disagree, (2) Disagree, (1) Strongly disagree.

Validity of the Study Tool:

To verify the validity of the study tool, it was presented in its initial form to (13) specialists in management, educational leadership, psychological and educational counseling, measurement, and evaluation. In light of their opinions, the researcher made the necessary adjustments to the study tools.

Validity of the Internal Consistency:

The validity of the questionnaire was calculated through the following:

The dimension score correlation to the total score of the aspect: The score correlation coefficients of each dimension were calculated by the total degree of the aspect to which it belongs. The results are presented in the following table:

Table No. (1) Management by Walking Around dimensions correlation coefficients

The degree of management by walking around practice by secondary school principals by the total degree of the aspect

Discovery of Facts		Communication Improvement		Organization		Participatory Work	
S. No.	Correlation Coefficient	S. No.	Correlation Coefficient	S. No.	Correlation Coefficient	S. No.	Correlation Coefficient
1	0.813**	8	0.837**	15	0.751**	22	0.775**
2	0.857**	9	0.883**	16	0.848**	23	0.857**
3	0.801**	10	0.826**	17	0.844**	24	0.818**
4	0.798**	11	0.878**	18	0.864**	25	0.831**
5	0.777**	12	0.841**	19	0.872**	26	0.812**
6	0.841**	13	0.812**	20	0.863**	27	0.814**
7	0.809**	14	0.834**	21	0.877**	28	0.880**

** A function at the level of significance ($\alpha \leq 0.01$).

It is clear from Table No. (1) that all statements are positively correlated, statistically significant at the level of significance ($\alpha \leq 0.01$) with the total score of the management by walking around the aspect, indicating the internal consistency of the questionnaire statements in this aspect.

Each aspect score correlation to the total degree of the questionnaire: The score correlation coefficients of each aspect were calculated by the total score of the questionnaire. The results are presented in the following table:

Table No. (2) Correlation coefficients with the total score of the aspect

Dimension	Correlation coefficient
Discovery of Facts	0.948**
Communication improvement	0.972**
Organization	0.952**
Participatory work	0.947**

** A function at the level of significance ($\alpha \leq 0.01$).

It is clear from Table No. (2) that each dimension of the degree of management by walking around practice by secondary school principals is positively correlated, statistically significant at the level of significance ($\alpha \leq 0.01$) with the total score of the aspect, indicating the internal consistency of the questionnaire statements in this aspect.

Tool Reliability

Table No. (3) Cronbach's Alpha reliability coefficients for dimensions and aspects of the study

Dimension/ Aspect	Number of the Statements	Cronbach's Alpha coefficient
Discovery of Facts	7	0.940
Communication improvement	7	0.945
Organization	7	0.955
Participatory work	7	0.948
The tool as a whole	28	0.983

It is clear from Table No. (3) that the coefficient of reliability of the dimensions of the questionnaire for the level of management by walking around practice by secondary school principals ranges between (0.940) and (0.955) and the total reliability coefficient for this aspect is (0.983). This result indicates that the questionnaire has a high degree of reliability.

The Study Findings and Discussion thereof:

To verify the reliability of the study tool, the reliability coefficient was calculated using "Cronbach's Alpha" equation, as follows:

The reliability coefficients of "Cronbach's Alpha" for the survey directed to teachers about their appreciation of the level of management by walking around practice among secondary school principals as in the following table:

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To answer this question, means, standard deviations, and ranks were calculated for the responses of the study sample individuals to the degree of management by walking around practice by secondary school principals from the point of view of teachers in Dammam. The results are shown in Table (4):

Table No. (4) Teachers' Responses Concerning Degree of Management by Walking Around Practice by High School Principals for the Dimensions as a Whole

Dimensions	Arithmetic Mean	Standard Deviation	Ranking	Degree of Practice
Participatory work	4.030	0.928	1	High
Organization	3.980	0.919	2	High
Communication Improvement	3.890	0.947	3	High
Discovery of Facts	3.690	1.014	4	High
Management by walking around aspect as a whole	3.900	0.909	High	

It is clear from the previous table that the means of the respondents' responses from the point of view of teachers in secondary schools in Dammam on the degree of management by walking around practice among secondary school principals, recorded a high degree of practice, as the general mean of their responses was (3.900). This means that they consider that all dimensions of management by walking around applied to them, are very effective. The dimension of participatory work came in first place in terms of the degree of management by walking around practice with a mean of (4.030), then the organization dimension with a mean of (3.980), then the improvement of communication dimension with a mean of (3.890), and finally the discovery of facts.

Are there statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the means of the degree of the management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam attributed to the variables of the study (educational qualification and experience)?

To answer this question, the t-test and the one-way ANOVA were used to compare the means of the responses of the study sample individuals to the degree of management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam, attributed variables of the study (educational qualification, experience) as follows:

I- Differences according to the educational qualification variable:

To answer this question, the t-test (for independent samples) was used to determine the differences between the means of the responses of the study sample individuals regarding the degree of management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam due to the variable of educational qualification (bachelor's, graduate), for each area separately, and all areas collectively. The results are presented below as shown in the table.

Table No. (5) Means and standard deviations of the dimensions of management by walking around from the point of view of secondary school teachers in Dammam, and the t-test of the educational qualification variable

Level of Significance	(T) value	Standard Deviation	Arithmetic Mean	Quantity	Gender
First Dimension: Discovery of Facts					
0.08 (Nonsignificant)	1.74	0.793	3.05	431	Bachelor
		0.816	2.80	56	Post-graduate Education
Second Dimension: Communication Improvement					
0.102 (Nonsignificant)	1.63	0.685	3.85	431	Bachelor
		0.772	3.64	56	Post-graduate Education
Third Dimension: Organization					
0.548 (Nonsignificant)	0.601	0.657	3.80	431	Bachelor
		0.726	3.72	56	Post-graduate Education
Fourth Dimension: Participatory work					
0.101 (Nonsignificant)	1.61	0.793	3.44	431	Bachelor
		0.726	3.72	56	Post-graduate Education
Total					
0.108 (Nonsignificant)	1.60	0.579	3.57	431	Bachelor
		0.653	3.39	56	Post-graduate Education

It is clear from Table (5), that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the responses of the study sample individuals towards the degree of the management by walking around practice by secondary school principals from the point of view of

teachers in the city of Dammam attributed to the educational qualification variable in all dimensions, depending on the insignificance of t values calculated and specified in the previous table at the level of significance ($\alpha \leq 0.05$). The result indicates there are no statistically

significant differences at the level of significance ($\alpha \leq 0.05$) between the means of school teachers' estimates of the level of management by walking around attributed to the variable of (educational qualification). However, the school principals in Dammam are keen to deal with all teachers with the same values and principles, regardless of the educational qualification that the teacher holds, in addition to that teachers holding bachelor's and postgraduate studies work in one organizational environment and school climate, and are subject to the same laws and regulations, which prompted the individuals of the study sample to feel a similar job appreciation level without a fundamental difference due to the educational qualification variable.

These results are consistent with the study by Al Daoud's (2019) and the study by Al-Aliyeen and Al-Zahrani (2016).

2- Differences according to the years of experience variable:

To answer this section of the question, one-way ANOVA was used to determine the differences between the means of the study sample individuals' responses regarding the degree of management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam due to the variable of years of experience (5 years and less, from 5 to less than 10years, 10 years and more), for each area separately, and for all areas collectively., and in the following the results as shown in Table (6):

Table (6): A one-way ANOVA of the differences between the means of the responses of the study sample individuals regarding the degree of management by walking around practice among secondary school principals from the point of view of teachers in the city of Dammam according to the variable of years of experience

Level of Significance	F value	Mean squares	Degrees of Freedom	Sum of squares	Source of variance
First Dimension: Discovery of Facts					
0.131 Nonsignificant	2.04	1.29	431	2.59	Between Groups
		0.633	56	224.02	Within Groups
			487	226.61	Total
Second Dimension: Communication Improvement					
0.009 ** significance	4.77	2.26	431	4.51	Between Groups
		0.474	56	167.63	Within Groups
			487	172.15	Total
Third Dimension: Organization					
	0.839	0.369	431	0.738	Between Groups

Level of Significance	F value	Mean squares	Degrees of Freedom	Sum of squares	Source of variance
0.433 Nonsignificant		0.440	56	155.70	Within Groups
			487	156.44	Total
Fourth Dimension: Participatory work					
0.431 Nonsignificant	0.837	0.365	431	0.728	Between Groups
			56	155.68	Within Groups
			487	156.40	Total
Total					
0.261 Nonsignificant	1.34	0.465	431	0.930	Between Groups
			56	121.96	Within Groups
			487	122.89	Total

** Significant at (0.01) level

Table (6) shows that there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) in the responses of the study sample individuals regarding the degree of management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam due to the variable of years of experience in terms of dimensions: First, third and fourth (discovery of facts, organization, participatory work), and at the level of practice as a whole, based on the insignificance of the calculated values (F) shown in the previous table at the level of significance ($0.05 \geq \alpha$). The researcher attributes these results, which indicate that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the estimates of the teachers of Dammam city schools for the level of the management by walking around practice as a whole due to the variable (years of experience), and the

commitment of school leaders in Dammam city to specific value standards in their administrative and leadership behavior with all teachers, in addition to the similar working conditions in which teachers work in Dammam city schools.

While it is clear that there are statistically significant differences at the level of significance ($0.05 \geq \alpha$) in the responses of the study sample to the degree of management by walking around practice by secondary school principals from the point of view of teachers in the city of Dammam due to the variable of years of experience in the second area (improvement of communication), depending on the significance of the values of (F) calculated at the level of significance ($0.01 \geq \alpha$). These results are generally consistent with the findings of the Al Durais study (2018) and the Atoum study (2017), indicating that there are statistically significant differences in the level of management by walking around practice according to the variable of

years of experience in teaching, whereas the teachers of the category of (10) years of teaching experience and above are higher than the other teachers under the categories of teaching experience years. This means that managers, who have more experience, are more worthy to apply the elements of management by walking around than those having less experience. Such findings differ from the results of study by Al-Qarni (2016), and a study by Eshtewi (2015), which concluded that there are no statistically significant differences between the principals of secondary schools in the city of Dammam in the level of management by walking around practice for all dimensions of the study attributed to the variable of number of experience years.

Conclusion:

The present study addressed the level of practice of management by walking around by the secondary school principals from the point of view of teachers in Dammam City. The results provided an important framework for understanding the attitudes of subordinates towards the prevailing administrative style in the educational and school environment. It is established by the available literature, related studies, and the results of the present research that the management by walking around style achieves a great practice by teachers in the areas of study used. Therefore, management by walking around experience can affect the daily administrative practices within the school that achieve its educational goals and provide educational and administrative services to teachers efficiently and effectively as expected.

Recommendations:

Through the results of the study, I identified a set of recommendations as follows:

1. Principals should practice management by walking around concerning the

dimension of communication improvement and openness to teachers' participation in work.

2. Increasing the awareness of school principals on the importance of applying management by walking around and its reflection on improving the job performance of teachers through holding training and educational courses to enhance the skills of school principals in the area of management by walking around and its expertise, development, and advancement.

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