The Effect of Practices of Management by Wandering on Learning Organization

"A Study on World Islamic Sciences and Education University"

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Abstract

The study aimed to identify Management by wandering and their relationship to the learning organization, and from this main point, the study aimed to explain the meaning and nature of the management by wandering and study the relationship between management and performance of the employee and their relationship with the characteristics of the learning organization and to focus on the role of management by wandering in the motivation and positive interaction for the employee in educational organizations. The study used descriptive analytical methodology, because it enables us to study the phenomenon as it exists in fact, described and describe it in order to understand the relationships between phenomena's.

The most important results of the study are: 1)The most important recommendation is need to encourage departments at the University of Islamic Sciences to practice all the dimensions of Management by wandering in the biggest manner, and dissemination Management by wandering as a culture aimed to activate the trend toward building a learning organization, and to achieve positive communication between departments and subordinates, and to encourage teamwork in problem solving. 2) Focus on the achievement of development and innovation through knowledge generated from the administration's practice of Management by wandering and encouraging employees to find innovative ways to develop educational services and develop a new management and Academy methods of, and that for importance in building a learning organization.

Keywords: Administration, Management by wandering, learning organization, World Islamic Sciences and Education University

Introduction

Management by wandering around is currently a growing interest to many researchers; it has become among those vital topics in the modern management thought. The new management is an important source to keep pace with changes where organizations are facing environmental conditions characterized by severe and constant acceleration, and requires a lot of changes which may be reflecting the untraditional response toward the environmental change to ensure its survival and persistence. Among the learning organization features is the enquiry, dialogue, motivation, cooperation among the learning team, the development of decision making, encouragement of the individuals to asocial vision, relatedness of the organization with its environment and appointing learning strategical leadership (Watkins, K. E., & Marsick, V. J. 1999, p:78-87.).

While the characteristics and advantages of learning organizations at present era which is characterized by information and knowledge has been adopted as an appropriate tool to anticipate change through the owning these organizations to the characteristics that have contributed to anticipate change and response to survive and thrive. Among the features of the learning organization is the inquiry and dialogue, the encouragement and cooperation of the learning team, the development of participation in decision-making systems, encourage.

The individuals towards the social vision and linking the organization with its environment, and searching for a strategical leadership for learning, (Hawamdeh, Nidal, & al-Obeidi, Amal 2012), (Watkins, K.E, & Marsick, V.J. 1999, p: 78-87.).

The current research is to discuss the concept of management by roaming and its relation with the learning organization characteristics. It is concentrated on the direct communication with the personnel for the purpose of specifying the actual requirements and aiming at indirect communication, decentralization where the work environment is reinforced and the organization is to achieve its objectives. Moreover, the obstacles between the employees and the manager shall be broken by his interaction with them and identifying their needs and desires in the firm in general and at both two executive levels in particular. Their needs then shall be met through increasing their efficiency to achieve the objectives and concluded the results (AL-khudairi,2000).

Problem of Study

The study of the management concept by roaming in the firm is one of the critical areas to discuss the management of organizations and their relationship with the learning organization. The concept is regarded one of the most modern approaches in the management of change and development. In general, the learning organization characteristics are to provide the framework which shows the work manner in the organizations and distinguish it from other firm. The employee's performance is affected by one way or another with several factors from both inside and outside the organization Hence the management of roaming has great role to have an influence on the behavior of employees in organizations, according to the nature and strength of the learning organization.

Since the fast progress and the rapid development of information and communication

technologies are among the key elements that influence the firm as seen in the employees performance, the firm work environment has major role to facilitate the utilization of technologies at work. The environment is to include both physical and human factors within the organization where this environment consists of rules, procedures, the quality of technical regulations and laws. The work environment shall be either to facilitate and encourage the use of high sophisticated technology or hinder it. It shall affect the norms, and approaches being used.

Hence the need for giving more attention to the study the management by roaming and its relationship with the learning organization at the University of World Islamic Sciences, which helps organizations to use modern management techniques that contribute to the improvement of employees performance in the learning firms or organization. Therefore the present review will focus on the management concept by roaming and its relationship with the learning organization which has been adopted in one of the educational organizations

The research problem can be summarized through raising the following questions:

1. To what extent the management by roaming can be practiced by managers at the International Islamic University of Science?

2. What are the perceptions of respondents about the trend towards the construction of the University of Islamic Sciences, as a learning organization?

3. Are there differences in the perceptions of respondents about the practice of management by roaming in the International Islamic University of Science attributable to demographic variables (gender, age, educational qualification, job level, and the work at the university?

4. Is there an effect of the management by roaming on the construction of the Islamic University of Science as a learning organization?

Research Significant

The importance of the management concept by roaming is stemming from allowing the organizational participation and commitment to teamwork in organizations. By the roaming management many vocabularies of administrative, scientific and technical trading are becoming a head to a new formula. This research has to draw the attention of departments in organizations in general and educational organizations, in particular for the necessity to be aware of the relationship between learning organization and management by roaming in the light of the findings that to be concluded by the present study and take advantage of them in the field of practical application

The significance of the research can be in the following points:

1. Roaming management is a vital factor for the development success. Many Firms began to focus on the necessity for the change in the behavior of leaders in order to achieving real organizational changes and more efficient personality.

2. The learning firm is considered one vital contemporary feature leading to the understanding of various activities of organizations and knowing the surrounding

phenomena.

3. The study and analyze of roaming administration and its relationship with the learning organization have great role to improve the level of performance of employees (administrators and academics) at the University of World Islamic Sciences.

Objectives of The Study

The main objective of the present research is to introduce the roaming management concept and its relationship to the learning organization. This s main objective shall have the following sub-objectives:

1- Explaining the meaning and nature of the management of roaming

2- Discussing the relation between the management of roaming and employee performance; its relation to the learning firm characteristics.

3- Presenting the role of the roaming management in employee motivation and constructive interaction in the educational firms.

5. Study Variables

Independent variables: has been relying on a study of (Hawamdeh and Obeidi,2013), and a study (AlRawashdeh, 2012) to limit the   dimensions of Management by wandering:

Facts discovery

Communication improvement

Stimulation

Development and innovation

Feedback

Dependent variables

Learning Organization

Hypothesis

As per the problem of the present investigation, it shall include five dimensions of management by wandering around. The hypothesis shall find the relatedness of the independent variable with (Management by wandering around) with the dependent variable of the learning organization as follows:-

First main hypothesis: There is no statistical effect for the practice of management by wandering around dimensions (Discovery of facts, communication improvement, stimulation, the development and innovation and feedback) in the construction of the International Islamic University of Science as a learning organization.

The second main hypothesis: No statistically significant differences of management by wandering around practice at the University of roaming World Islamic Sciences attributable

to demographic variables (gender, age, educational qualification, job level, and the work at the university).

Research methodology

The descriptive analytical approach in this study has been applied, because it is the approach that enables us to study the fact or phenomenon as it exists in reality.It shall be described in an accurate description which helps to understand the relationships between phenomena, the conclusions and generalizations can be reached that may help in the development of reality under review.This is the aim of the present search seeking to achieve. Therefore five dimensions of organizational culture have been identified that will be focused on during a field study. Methodology can be divided into the following:

The researcher had approached several sources during the process of data collection that contributed to provide him with information and these sources are as follows:

The Primary Sources

The present study aims to find out management by wandering around concept and its relationship to the characteristics of the learning organization, which requires the use of a scientific research tools to achieve specific objectives of this study. The researcher has used a questionnaire to achieve the objectives of this study through by answering the wordings from the viewpoint of the research sample of workers in the International Islamic University of Science vocabulary and statistical analysis of the data is administered to test hypotheses and draw conclusions.

The questionnaire consisted of two parts, the first contains the information regarding the characteristics of the demographic sample, and included (sex, age, educational qualification, job level, and the work at the university**.(**The second part consists of a set of closed expressions where the respondent refers to a choice between a gradient of choices (according to the Likert scale Quintet).

Secondary Sources

The researcher has used a number of Arabic references, previous literature, scientific studies, some of the sites on the Internet, as well as periodicals on the same research subject.

Sample population

The study population consisted of all employees in various sections, departments and colleges at the University of World Islamic Sciences and various senior, middle-level and executive's management whose number until the end of the first half of the year 201 4 is 476 principals, male and female. All members of sample are selected for the investigation.

The statistical methods used

The use of computers to analyze and manipulate data through the use of statistical software (SPSS), statistical tools is used; they are descriptive statistics and inferential methods that are commensurate with the current study.

Concepts and Terminology of The Research

The researcher used in this study, a number of scientific terms. This requires the identification of procedural sense to know the limits of the phenomenon to be studied:

Management and been defined by Nimer as n (Nimer,2006: 5) oriented activity to the fruitful cooperation and effective coordination between different human efforts working in order to achieve a certain goal with a high degree of efficiency.

Management by wandering around has been defined by Khudhairi (Khudhairi, 2000: 25) "as a special character philosophy aimed at improving the leadership role of senior management to become familiar with the reality contexts from the perspective of nearby process productivity. They are not the type of inspection or supervision or follow-up to what is happening as far as what type of smart effective homeliness actors for the purpose assisting the organization to stand the problems occurring and finding their immediate solutions; it is based on deep understanding and sense of others who are doing the job (Khudhairi,2000, p 25)

Earning organization: defined as the organization that allows each of its members to participate and intervene in the diagnosis and discuss its problems; to search for origins and experimenting their abilities and skills to bring about change, continuous improvement and self-development to it and other workers,(Qubaisi, 2005, p. 113)

Theoretical framework

Management by wandering around (Management By Wandering Around): concept, significance and its dimensions:

- Management concept by wandering around

Management by wandering around is an important administrative tool derived from the field of business administration, which are useful for the development of university management. Pieter and Waterman are the first writers to tackle the management by wandering around in their book " Search of Excellence, in the early eighties; it was found that the companies applying the idea of interacting with employees and clients are the most successful of those companies rendering their works with no involvement of employees (Peter & Waterman, 1982).

the management by wandering around concept is to mean "the management that focuses on human relations, open assessment, and cognition, which are important for building work and strong performance. It is seen that the command and control in the modern enterprise is not efficient nor practical " (Serrat, 2009, p:. 2).

The management by wandering around is identified also as "a style or strategy that maintains the communication between the manager and his subordinates throughout the wandering around at work and talk to them sharing the work with and supervising them, but without manager shall not be critic; if the manager does that with all staff, he will know the weaknesses and conflict, where the employee needs assistance (Emmons, 2006, p: 3).

The Management by wandering around sis defined as "informal communication technology. The main idea behind this approach is decentralization of management where all shall be aware of the task, having high level of confidence for the purpose to urge the employees to bring new ideas without hesitation. This shall smooth doing the tasks or works by group of employees " (Hildebrand.2006, p: 50).

- The management by wandering around significance

The management by wandering around significance as a cognitive shift in dealing and cancelations of limits between boards 0f the administrative levels and allowing the leaders to have immediate communication with the production process. It focus on relationships among the workers first and then the direct support to the plan and execution by the Senior Managements and measuring their efficient impact on creating communication among workers and the production unit. It is a method or an approach for toward persuasion, motivation, skills development, follow-up, building personal leadership vision towards scientific and logical thinking to build administration bridges by participation. (Khudhairi, 2000, p. 27).

It is a link between several types of administrative methods of modern trends and supervising by follow-up; to deal with a sense of roles, tasks, and creating the aim to correct deviations and make decisions that are closer than if are taken from high silos far from many vocabulary. Therefore Management by wandering around has changed the organizational hierarchy, which emphasizes that the senior leadership is at the top of the organizational hierarchy. The base now is to let the leader involve in the working environment along with all levels of workers while maintaining the privacy of every one in performing his duty, but the participation become there within in the presence of this kind of departments (Salmi, 2005: p30).

- Management by wandering around Dimensions

The management by wandering around is to o raise the ability of the manager or leader in identifying the individual needs for persons or groups involved in the organization. It is divided into dimensions stated d by Peters (1995), some of which are as follows:

The director will be able to take the right decision and deal with administrative position in right manner.

Control Command for enabling the Director to detect early problems and constraints within the work.

Time management that to refer to the ability of the manager to organize and coordinate the administrative practices which making him able to deal positively with time

Human relations manager shall focus on the use of this approach of management by collective work. It shall also provide a suitable environment for employees and a paid attention to the workers interests in the enterprise

Reaching the facts indicates the manager's ability to solve the problems encountering the

enterprise and to assess the implementation methods with considering the employees circumstances.

Improving the communicating. It **r**efers to the ability of the manager to earn the trust of employees through meetings seminars, lectures, and workshops for the purpose of having more about the very different points of view and to respond the queries of the employees in order to improve the effectiveness of communication with them.

For the purpose of clarifying the characteristics of the management by wandering around based on the previous-dimension. They might assist the manager to evaluate the best workers through constant communication with them and identifying their r abilities and capabilities. It is considered one of the stimuli to the workers for exerting more achievement. It is further characterized by their ability to identify the appropriate training courses for workers and transferring expertise from Director to his subordinates.

The learning Organization, Concept, characteristics and meanings

Learning Organization Concept

The idea of the learning organization has emerged since the seventies of the twentieth century, as derived from the work of Argyris (Argyris, 1978) for organizational learning. The learning organization roots extend to the scientific research method, organization theory, and organic organization.

The term learning organization is also due to what Senge pointed out about the responsibility of organizations to adapt to the contemporary developments of the modern world which is full of change chaos and disorder. To have such responsibility the Organizations shall be transferred to an educational organizations and educational organizations. (Salem, 2005) (Seng, 1990).

Some scientists believe that organizations adopting the concept of the learning organization seek to provide lifelong learning opportunities, and use it to achieve the goals while connecting the employee performance with the performance of the Organization as a whole. It shall encourage the research, dialogue, sharing, and innovation, as source for energy, skills, creativity and interaction with the environment.

Definitions provided by the researchers and scholars of the learning Organization are varied based on different philosophical persuasions, the diversity of experiences and multiple specialties. Sakr has defined it as an (Sakr, 2002, p. 2) organization which is teaching, encouraging education among its members, exchanging information among employees, creating more knowledgeable work force that creating a very flexible organization, where the employees do accept the new ideas and exchange them with other staff and management through a shared vision.

Sarhan defines it (Sarhan, 2002: p7) as an effective mechanism that enables all workers in the organization to understand and grasp the ideas and values that make an active organization. It enables the organization to have high degree of interaction with the environment. Foster is focusing (Foster, 2001: p7) in defining the concept of the learning organization as per its role

in the analysis of experiments and benefit from them. They have the organization's ability to manage insight and understanding through the analysis of what is going through the experience and expertise and benefit.

It can be said that the term learning organization refers to the: organization that is able to respond to the new information though either changing or amending the regulations where the process of use and assessment to such information can be done (Hleeriegel, 1999, p: 428)

- Learning organization characteristics

There are a lot of characteristics distinguishing the learning organization from other traditional ones. Most of the researchers and scholars do believe that the fast learning is the feature of the learning organization. It is the basic feature between organizations at the era of knowledge.

Some researchers do emphases on the necessity for the organization to have the following characteristics: (Marqwardt, 2002: 32) ،(Cook, et..al, 1997: 33)

- Creating continuous opportunities for learning

- Using learning to achieve the objectives

- Relatedness of individual performance with organization

- Urging all workers to participate in the process on decision making.

- Continuous awareness by top management of the inside and outside environment.

- **Learning organization bases**

The learning organization has five bases have integration with each others (Hellriegel, 1999: P.43); these are:

Shared Leadership

The workers are encouraged to find new methods for improving the services and methods of the performance as well as organization clients. Both sharing leadership and sharing in decision making will create support culture and reinforce the objectives and efforts of the organization.

Empowerment

The learning organization encourages the staff through empowering them to create, and make trial of the methods and new matters. Empowerment is allowing new methods for completing the tasks and allowing the unity with the organization objectives, The staff who are empowered is trying to find the best methods to meet the clients' needs and lowest cost.

Community

Learning organization develops the sense of community and trust. Every individual needs to work with others and respecting everyone. The group is characterized by the ability to communicate and deal frankly and honestly.

In fact problems cannot be avoided or transferred to another department or referred them to the top of management. In addition they do accept discussions as an acceptable interactions leading to constructive positive relationships. It gives workers the sense of community, which increases their sense of their importance and fairness of treatment.

Continuous Learning

Learning organization cannot be produced without workers willing to learn and development. The learning organizations encourage individuals to learn in various ways. It also focuses on the work of the group in learning organizations and facilitating the learning process due to the participation of workers in a wide range of activities and work with each other and it allows an individual the possibility of learning from others.

Literature Review

Abu khudair is (Abu Khudair, 2006) to identify the extent of the use of organizational learning concept. The study population consisted of all the staff and employees Institute of Public Administration in the Kingdom of Saudi Arabia. The research has concluded to provide a comprehensive assessment of the potential of the Institute of Public Administration related to the practice of organizational learning, and the application of the concept of the learning organization at the Institute, which is on the order: Technical system, knowledge management system, organizational transformation system, individual's empowerment system, and learning system.

On the other hand the results of the statistical analysis have shown the lack of significant statistical differences between the staff of the Institute of Management about the availability of the five elements of the sub-systems of the learning organization depending on the variables of workplace, qualification, type of job, and years of experience.

The study of Weldy is (Weldy, 2009) to explore the nature of the relationship between learning organization and conversion training as strategies for learning and as a management to improve performance, or achieving competitive future. The research has conducted on the 212 company in the United States of America in Los Angeles. The research is to clarify the relationship between learning organization and conversion training as a strategy to facilitate the learning and knowledge management through a review the previous studies are two important factors to improve corporate performance and achieve competitive advantage. There is a relationship between learning organization and conversion training and improve performance and achieve competitive advantage.

While the study of (Song, et..al, 2009) has to assess the organization culture in an organization in Korea through a learning organization dimensions specified by (Watkins & Marsick, 1997). The study has been applied to a range of sectors operating in Korea, all of the electronics industry; the telecommunications industry; and information technology; the statistical Be providing the basics for rhe building of learning organization, and the characteristics of the software industry in Jordan, except for the new software produced annually.

The study of (Chang & Sun, 2007) aimed to clarify the relationship between TQM and the introduction of the learning organization. The sample consisted of a group of academics, researchers, and a group of advisers in the field of business and management in Taiwan. The study found out many results, notably: that there is a significant correlation between total quality management elements and dimensions of the learning organization. By applying the method of cluster statistical analysis, it has shown that both total quality management elements and dimensions of the learning organization have been classified within two clusters a bunch of TQM, and cluster learning organization.

Kaddoumi review (2011) has identified the management level by wandering among professional school principals and their relationship to job performance for teachers of these schools. The study sample consisted of 335 teachers from public and private vocational schools in Palestine for those teachers who are on the job during the academic year (2010-2011).Two tools have been developed to achieve the research objectives: the first to measure job performance; the study found a relationship between all practice of roaming and job performance of teachers in those school**.**

The most important recommendations of the study is the necessity to apply the management by wandering as an administrative way in all schools.

The study of (Shara, 2013) aimed to identify the role of management practice by wandering though the achievement of career commitment among doctors and nurses. The study sample included 106 doctors and (440) nurses who work in private hospitals in Jordan. A questionnaire has been made containing (71) items, including measurable variables. The study used statistical analyses (mean, standard deviation, and regression) to answer the study questions and test its hypotheses. The study found that the degree of management by wandering and job commitment was average due to the role of management by wandering The study recommended the commitment of physicians and nurses in the management by wandering and to have cooperation with the managers of the success of the work with and to provide the employees with training courses to improve their management skills.

Results and Discussion

Descriptive Statistics Results

The results of descriptive statistical analysis of the data have been relied upon, which included averages, standard deviations, grades, and the relative importance which have been identified based on the arithmetic mean value, so to be high if the value of the arithmetic mean greater or equal to (3.66), and to be medium if the arithmetic mean value greater than or equal to (2.33) and less than 3.66, or below if less than (2.33).The results were as follows:

Table 1. The arithmetic means, standard deviations, grades, and the relative importance of the study

S	Variable	*arithmetic mean*	*standard deviation*	Grade	*relative importance*
1	Facts detection	*3.907*	*0.680*	1	*High*
2	Communication improvement	*3.667*	*0.608*	4	*High*
3	Stimuli	*3.707*	*0.614*	3	*High*
4	Development & Innovation	*3.644*	*1.026*	5	*Medium*
5	Feedback	*3.722*	*0869*	2	*High*
6	General arithmetic mean for management by wandering	*3.800*	*0.557*		*High*
7	Learning Organization	*3.856*	*0.572*		*High*

Descriptive statistics measurements in the table(1) indicate that respondents' perceptions for the paragraphs of (management by wandering) has been high with a mean of (3.800), and a standard deviation (0.572), which indicates that the managers at the University of World Islamic Sciences practice management by wandering. The perceptions of the respondents for the paragraphs of (the dimensions of management by wandering) was high for all dimensions, except the dimension of (development and innovation), which has medium relative importance. The dimension of (detect facts) ranked first, with a mean (3.907),

and standard deviation (0.680), followed by the dimension of (feedback) which has a mean of (3.711), a standard deviation (0.869), and then followed by the dimension of (stimulus) with a mean (3.707), a standard deviation (0.614), followed by dimension of (improved communication) arithmetic average of (3.667), a standard deviation (0.608), and the dimension of the (development and innovation) ranked the last one with a mean of (3.644), and a standard deviation (1.026). In addition, it shows that the respondents' perceptions of (the learning organization) were high, with a mean (3.856), and a standard deviation (0.572), indicating that the University of Science World Alaslama moving towards being a learning organization.

Test hypotheses

The first hypothesis results

To test the first hypothesis a multiple regression analysis (Multiple Regression Analysis) was used, and analysis of regression (Stepwise Regression).To ensure the suitability of data to model of the gradient the distribution test (Normality) has been tested. The existence of multiple linear correlation phenomenon (Multicollinearity) was tested through using inflation coefficient of variation (Variance Inflation Factor (VIF)), and autocorrelation (Auto correlation) using Darbn- Watson test (Durbin-Watson test (DW)). Inflation coefficient of variation values were as described in the following table:

Table 2. The normality distribution and multiple linear correlation phenomenon

Variable	Tolerance	VIF	Skewness
Facts detection	0.482	0.482	-0.620
Communication improvement	0.472	0472	-0364
Stimuli	0.347	0.347	0.301
Development & Innovation	0.273	0.273	-0.435
Feedback	0.324	0324	0.208-

The table no.(2) indicates the absence of the phenomenon of multiple linear correlation where the values of (Tolerance) at all the independent variables greater than 0.05, as were the values of (VIF), at all without (10).There is a normal distribution property where the values of (Skewnes) are less than (1). The test value for the presence of self-correlation (DW test) is (1.912), which is close to the value of (2), indicating the absence autocorrelation phenomenon in the data.

Table (3) shows the results of multiple regression analyses as in the followings:

Table 3. Results of the management by wandering influence on the learning organization

Regression coefficients					Sig F	F Calculated	R² Specifying coefficient	R Coefficient correlation	Dependent variable
Sig t	T	Standard Error	β	Item					
0.024	2.300	0.038	0.087	Facts detection	0.000	36.941	0.663	0.814	**Learning Organization**
0.004	2.948	0.034	0.102	Communication improvement					
0.008	2.702	0.050	0.135	Stimuli					
0.000	3.773	0.060	0.228	Development & innovation					
0.014	2.515	0.058	0.145	Feedback					

*The influence has statistical significance at the level (($\alpha \leq 0.05$)

The results in the above table shows that the impact of the independent variables (the dimension of management by wandering) on the dependent variable (learning organization) is a statistically significant effect, where the value of F as calculated is (36.941), and the level of significance is (Sig F = 0.000), which is less than 0.05, while the correlation coefficient (R = 0.814) refers to a positive relationship between the independent variables and the dependent variable, in addition to the value of the coefficient of determination was (R2 = 0.663) which indicates that 66.3% of the variance in (learning organization) can be explained by variation in (the dimensions of management practice roaming combined).

The regression coefficients showed that the value of β at the dimension of (the detection of the facts) is (.087) and the value of t is (2.300), and the level of significance (Sig = 0.024), this is suggesting that the impact of this dimension is moral. The value of β at the dimension

(improved communication) has reached (0.102) and has a value of t is (2.948).The level of significance (Sig = 0.004), is suggesting the impact of this moral dimension. B value was reached at the dimension r (stimulus) is (0.135), and has a value of t is (2.702), and the level of significance (Sig = 0.008), suggesting that the impact of this dimension is. The value of β at the dimension of (development and innovation) is (0.228), and has a value of t which is (3.773), and the level of significance (Sig = 0.000), suggesting that the impact of this dimension is. Finally, the value of β at the dimension of (feedback) is (0.145), and has a value of t which is (2.515), and the level of significance (Sig = 0.014), suggesting that the impact of this dimension is moral

Accordingly, the first hypothesis shall be rejected and accept the alternative, which states:

There is a statistically significant effect of management by warding dimensions (the detection of the facts, improve communication, motivation, development and innovation, feedback) in the construction of the International Islamic University of Science educated as an organization.

To illustrate the importance of the order of management by warding dimensions in building an learning organization, the stepwise regression analysis has been used, and the results were as follows:

.Table 4. Results of stepwise regression analysis is to show the impact of management by warding dimensions in the construction of the learning organization

Sig* Indication Level	F Calculated	Standard Error	R^2 Specifying coefficient	Sig*Level of indication	β	Variables order	Sample
0.000	108.662	0.521	0.526	0.000	0.456	Development & innovation	1
0.000	72.683	0.592	0.600	0.000 0.000	0.311 0.210	Development & innovation Stimuli	2
0.000	52.781	0.611	0.623	0.000 0.001 0.018	0.308 0.170 0.086	Development & innovation Stimuli Improved communication	3
0.000	42.914	0.629	0.644	0.000 0.004 0.010 0.019	0.224 0.149 0.092 0.140	Development & innovation Stimuli Improved communication Feedback	4
0.000	**36.941**	**0.645**	**0.663**	**0.000** **0.008** **0.004** **0.014** **0.024**	**0.228** **0.135** **0.102** **0.145** **0.087**	Development & innovation Stimuli Improved communication Feedback Facts detection	**5**

The above table, the first model resulting from the gradient regression indicates to the dimension of (development and innovation).It has interpreted the rate of (52.6%) of the total sum variation in (learning organization).The proportion of interpretation of the total variance to a rate has been increased to be (60.0 %), and that when the dimension of (stimulus) is added to (D and innovation).The percentage of interpretation of (to improve communication) to a rate is to reach (62.3%), as the percentage of interpretation when the dimension of (feedback) is added to a rate becomes (64.4%).Finally, the proportion of variance in interpretation the five dimensions of (learning organization) to a rate is (66.3%) when the dimension (the detection of the facts) is added to the previous dimensions. The value of β has shown that the overall impact of the changes in the five models is a positive one with statistically significant effect.

The second hypothesis' results

To test this hypothesis the Independent sample t-test has been used for testing the differences

attributable to sex, while the of One-way ANOVA is used to test for differences attributable to other variables, and the results were as follows:

Table 5. Test the differences in management by wandering due to the variable sex

Result	Sig	Value t	Value of two averages	Arthemitice	Variable	Management by wandering
No difference	0.852	-0.187	-0.0281	**3.558**	**Male**	**Management by wandering**
				3.586	Female	

(α ≤ 0.05) * it is statistically significance at

Table 6. Test the differences in management warding attributable to the variables (qualification, job level, and the work at the university

Result	Sig.	Value F	Variable	
No difference	0.858	0.255	Age	Management by wandering
No difference	0.719	0.449	Degree	
No difference	0.838	0.283	Job- level	
No difference	0.349	1.110	Duratin at university	

* it is statistically significance at (α ≤ 0.05)

The table number (5) shows the differences in the management by wandering results attributable to gender. The resell results showed no significant differences between males and females, where the value (t = -0.187) and the level of significance (Sig = 0.852) which is greater than 0.05. That is why we can say that there are no statistically significant differences in management by wandering due to the variable sex. The table also number (6) shows the lack of differences in management by wandering attributable to the variables (qualification, job level, and the work at the university), where the values of (F) that is calculated is significant at the level of (α ≤ 0.05), and it could be argued that there is no differences in management by wandering attributable to demographic variables.

Results and Recommendations

The Results

Results of the analysis of the perceptions of respondents have shown that the management by warding in the Islamic University of Science degree is high and very important as dimension of the management by warding. The dimension of facts detection comes primarily in terms of importance and to show that the respondents believe it is high as one of the dimensions of the management by warding. While the rest of the dimensions of management by warding which have been adopted by the study (to improve communication, motivation, and feedback) were all of high relative importance, but the dimension of (development and innovation) came the last rank of a medium relative importance, which may give an indication that managers made efforts through the management by warding does not focus all work towards the development and support of creativity, but are concentrated in gathering information to assess the overall

functioning of the administrative and academic work within the university. This would hamper progress toward building a university as a learning organization, particularly as the perceptions of the respondents were unanimous and had a high degree that it can be considered as the learning organization of the university

To support the above, the results of the regression analysis have shown the moral impact of the dimensions of management by warding together to build the University of Islamic Sciences, as learning organization. The dimension of (Development and innovation) has the most prominent effect, where it was able to explain (52.6%) of the variance in the construction of the university as a learning organization, while the dimension effect of (the facts detection) has the weakest impact. It was able to increase the rate of (1.9%) of the interpretation of contrast. In fact, this result does not diminish the importance of the dimension of (the facts detection) as a management by warding dimensions, but it refers that the management needs to have equality between dimensions in terms of management attention and concentration.

Finally, the results showed no significant differences between the perceptions of the respondents about building the Islamic University of Science as a learning organization attributable to demographic variables. It indicates a common perception of this trend among all employees in the administrative levels at the university.

Recommendations

In light of the findings and results of the study, following recommendations are concluded:

1.   The departments at the University of Islamic Sciences shall have encouragement to adopt management by warding and to use it widely as an administrative culture for the purpose of building learning organization, and to achieve communication between departments and subordinates, and to encourage teamwork in problem solving.

2.   .Focusing on the achievement of development and innovation through knowledge generated by the management by warding. Encouraging employees to find innovative ways to develop educational services, creating new methods of management, due to the importance of this dimension in building a learning organization.

3.   Urged departments to improve communication and motivation through management by warding for the purpose of developing the sense of community and empowering workers to create and workout methods of management to increase the confidence of management, accept discussions and interact with others.

4.   The use of the experiences of universities, other organizations, and to identify the problems before applying the management by wandering.

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