



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

THE MEDIATING ROLE OF MANAGEMENT BY WALKING AROUND IN ENHANCING THE EFFECT OF COMPETITIVE PRESSURES ON STRATEGIC RENEWAL OF BUSINESS ORGANIZATION (FIELD RESEARCH IN A SAMPLE OF PREMIUM CLASS HOTELS IN IRAQ)

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DOI: <http://doi.org/10.37648/ijrssh.v12i04.042>

Paper Received:

17 October 2022

Paper Accepted:

08 December 2022

Paper Received After Correction:

10 December 2022

Paper Published:

12 December 2022



How to cite the article: Salah A.A.A., Maha F.I.(2022) The Mediating Role of Management by Walking around in Enhancing the Effect of Competitive Pressures on Strategic Renewal of Business Organization (Field Research in a Sample of Premium Class Hotels in Iraq, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 784-800 DOI:

<http://doi.org/10.37648/ijrssh.v12i04.042>

ABSTRACT

The aim of the research is to identify the influence relationships between competitive pressures, management by roaming, and strategic renewal, as well as a statement of the mediating role of management by roaming in drawing features of the relationship of influence of competitive pressures in strategic renewal. The research included managers in premium class hotels (five stars) in Baghdad, as the research community represented (106) managers in the aforementioned hotels, which numbered (6) hotels. A sample of (99) respondents was selected. The questionnaire was the main tool for collecting data and information related to the respondents and the research variables. A set of statistical methods were used with the help of the SPSS statistical program, and the most prominent results were the existence of a significant effect relationship between the variables of the study pressures (competitiveness, management by roaming and strategic renewal), as well as a significant effect of competitive pressures in each of the management by roaming and strategic renewal separately. And it was found that there is a partial mediation of management by roaming for the impact of competitive pressures in the strategic renewal. its results .

Keywords: *competitive pressures, strategic renewal, management By walking around*

INTRODUCTION

When the organizations' departments and leaders began to strive to adapt to the new environment data, by adopting contemporary managerial trends, and leaving the traditional managerial trends that have become useless in light of the current environment data, managers shifted from remaining captive to their data. Offices that have been silos for decades in the field and touching the reality in it through field coexistence. The walking management concept best embodies this new trend.

The concept of competitive pressure has attracted the attention of managers as it helps them diagnose environmental variables for premium class hotels, which contributes to facing the environmental

challenges that hotels may be exposed to, and solving potential problems they face in this regard. And if managers cannot benefit from the diagnosis of environmental data produced by developments in the hotel business, their hotels may be at risk, and it may even come to a state of failure.

It has attracted the attention of managers because it helps them to motivate employees to contribute to support management on many issues, mutually solving organizational problems. If managers cannot benefit from informal visits, they may become isolated from their employees. The key to this understanding is effective communication between managers and employees, as informal visits to managers are essentially a management tool developed to improve

communication with them (Daft, et al., 2010:665). On Strategic Renewal (Tuncdogan, et al. 2019: 3) In their book Strategic Renewal, they point out that in the past three decades, companies have faced increasing levels of dynamic complexity and competition in the business environment. Also, managers started to suffer from not knowing the features of that environment. More importantly, not only is the situation difficult for the company to handle, but they also expect it to get worse.

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

The current research included two main hypotheses as follows:

The first main hypothesis: There is a significant effect of the competitive pressure variable with its combined dimensions on the strategic renewal variable with its combined dimensions for the research sample.

The second main hypothesis: There is a mediating role for routine management to enhance the impact of competitive pressures on strategic innovation through routine management.

The research adopted the descriptive analytical approach that is concerned with describing the phenomenon, analyzing it, and justifying its conditions and practices, because it is more appropriate to diagnose the reality of the organizations under study (premium class hotels in Baghdad) and analyze its results.

First: - Research methodology

Management by walking around is considered by some to be an intellectual luxury and a theoretical description that cannot be applied at the present time, especially in the digital age in which the manager does not need to walk around the workplace. However, it can only take one click of a button on your phone or computer. Others argue about strategic renewal, their views being that it is nothing more than an organizational change, and that it has historical roots not very close. Others describe strategic pressures as a corollary and repercussions of the present-day accelerating environmental changes.

Based on the foregoing, the hotel field suffers from the problem of inability

to provide services and competition, which requires the management to move towards the field of strategic renewal to search for the practical relationship between the three variables (competitive pressures, management by walking and strategic renewal). In the reality of the work environment of the organizations subject to the survey. It also indicates the level of practice for each of them, as well as the extent to which strategic renewal is affected by work stress via the mediating role of management by walking. To accurately identify the features of the problem, a set of related questions becomes clear, as follows :-

A-What is the level of interest of the management of the organizations subject to the survey in the dimensions of competitive pressure and the dimensions of management in wandering and strategic renewal ?

B-What is the perception of the leaders of the research sample organizations of the dimensions of management by roaming ?

To what extent are managers in the concerned organizations aware of strategic renewal

What is the level of impact of competitive pressures on strategic renewal ?

C-What is the nature and level of administrative mediation through

roaming to know the impact of competitive pressures on strategic renewal ?

The importance of the research is evident through the following :-

A. Highlighting very important topics (competitive pressures, pedestrian management, strategic renewal) for contemporary organizations, especially for organizations in the hotel sector, which have a clear place in the business sector .

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

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

The research objectives are as follows :-

A- Determining the level of interest of the hotel management concerned with the dimensions of the administration's progress, the dimensions of competitive pressure, and the dimensions of strategic renewal.

- B. Find out to what extent management by roaming affects strategic renewal?
- C- Statement of the nature of the mediation role of management by

roaming with the impact of competitive pressures on strategic renewal.

Hypothetical research plan

The figure(1) shows the hypothesis diagram of the research

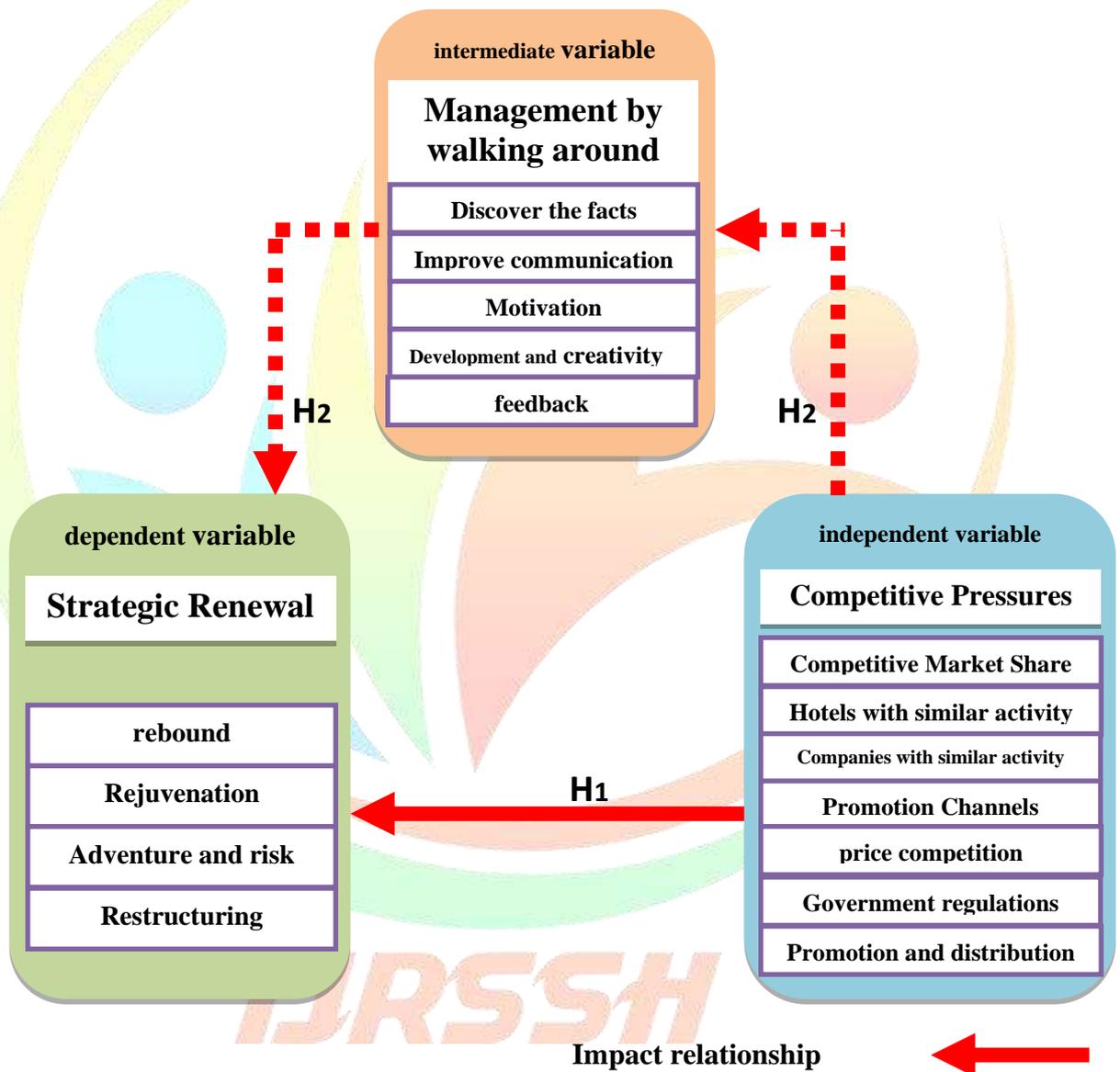


Figure (1) shows the hypothesis of the research.

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

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

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

Table (1) Stability of the measuring instrument

study variables	Alpha Cronbach
Competitive service	0.919
competitive market share	0.911
hotels with similar activity	0.912
Technological change	0.912
price competition	0.914
Government regulations and policies	0.915
promotion channels	0.918
competitive pressures	0.908
competitive pressures	0.908
discovering opportunities	0.911
improving communication	0.912
Motivation	0.908
development and creativity	0.909
Feedback	0.908
management by walking	0.907
Resuscitation	0.916
Rejuvenation	0.909
adventure or risk	0.911
Restructuring	0.910
strategic renewal	.9060
Total	0.916

MATERIALS AND METHODS

This paragraph includes two parts, each of which deals with a presentation of the conceptual aspects of the research

variables (competitive pressures, management by walking around, and strategic renewal).

Competitive pressures

Competitive pressure is defined as the extent to which companies exert pressure on each other, and competition pushes teams and individuals to do their best, whether in the industry or in other environments, and competitive pressure arises when the organization allocates resources to provide innovative products or services in an environment. Very competitive to respond to competitor pressure (Addison, 202:2018).

The importance of competitive pressures

Competitive pressures and the desire to increase customers and profits are among the factors behind the development of new offerings and innovative programs (Kotler, et al, 2008:55). Therefore, competitive pressures are considered as a group of factors that surround the organization and constitute constraints and obstacles that limit the ability of the organization to retain its market share. (Thompson, et.al, et.al, 2018:51) stated that the process of determining the nature and strength of competitive pressures in any industry consists of three steps: the first step: for each of the five forces, it is necessary to diagnose the different parties associated with special factors that generate competitive pressures, the first step Second: assessing how strong the competitive pressures generated by each of

these five forces are. Step three: determining whether the five forces are generally supportive of industry profitability.

Competition in an industry is sometimes referred to as war. Each firm deploys as many weapons as possible in its arsenal to make greater profits, since there are usually a limited number of buyers. Each firm's profits often come at the expense of other firms in the industry. Each move by a company provokes countermoves among competitors, leading to an ever-changing competitive landscape populated by winners and losers (Dyer, et.al, 2020:21)

Dimensions of competitive pressure

Two methods of measuring competitive pressure that help organizations identify and deal with factors are the number of competitors operating at the same time in the industry or competitive intensity, and the market share held by the largest firm in the industry, or greater competitive strength (Moyano-Fuentes & Martínez-Jurado, 2016: 2). The intensity of competitive pressures may lead to the exit of organizations from the market when it becomes impossible for them to keep up with the pressure, or when a strong competitor enters the market. Organizations' confrontation of

competitive pressures lies in the ability of these organizations to grow, as organizations that bear competitive pressures are measured as organizations that have the resources and capabilities that help them grow and survive despite negative competitive shocks and some events and factors that can leave their effects on organizations, including: the age and size of the organization And easy access to infrastructure and production lines (Onyeiwu & Ganguly: 2016:167). It is noticeable that all the dimensions that the researchers dealt with focused on the external competitive factors that represent pressures on competitors, while (Al-Sharifi, 2019: 204) classified the factors that constitute competitive pressures into two groups: internal pressures, and external pressures. Dimensions (product competitiveness, competitive market share, companies with similar activity, technological change, price competition, government regulations and policies, promotion and distribution channels) will be adopted to measure competitive pressures for the purposes of the current research, which was indicated by (Soewarno, et.al, 2020: 332 Which will be dealt with by my agencies: Competitive product competitive market share, Companies with similar activity, Technological change, Price competition,

Government regulations and policies,
Promotion and distribution channels,
Competitive market share

Management by walking around

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

Edwards (Deming,2019) known as the "Father of Quality," says, "if you wait for people to come to you, you'll only have small problems." So you should go and find them. The big problems are where people are not aware of their existence and their priorities, this saying illustrates what the big companies achieved in the 1980s, especially those working in the silicon space. Hence, they were able to achieve

excellent results by changing the leadership method from (closed door) to (presence at all levels of the organization), which is referred to as the concept of management by walking (Houari,2021:1375).

Kown et al (2018) stressed that management by walking is not just an impromptu outing by the manager, but rather is a purposeful work, characterized by non-stereotyping and routine in achieving visits to work sites. Frase and Hertzal (1990) pointed out that the emergence of the practice of management by walking and knowing its secrets in HP was in response to the questions related to the secret of the company's success. This is because the company's managers answered that they do not use well-known management principles or theories, but rather stated categorically that they were using management by walking. This was a surprise to management scientists and researchers in its field. While (Katopol,2018;1) refers to it as the director's exit from his office and moving to work sites, talking with working individuals and sensing how to perform actual work in organizations.

(Al-Harthy & Badawud ,2022:11) defined management by walking as a method that provides the leader with a clear and comprehensive vision of the

practical reality in the organization. Through it, the leader can understand the nature of the employees and the nature of the work environment more clearly, and remove any question marks about how performance and the problems facing employees in achieving Objectives.

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

Management by walking can be viewed as a planned method that helps managers to become more visible and closer to their subordinates, identify their real needs from different perspectives and reveal their inherent abilities that need to be developed(Houari,2021:1375). Informal manager visits are an unstructured approach in which managers mingle directly with their employees on work-related matters, unlike the strict and remote management approach. Informal visits are when managers spend a significant portion of their time outside their offices to meet, talk and interact with

employees of all levels (Mehmet, 2021:489). The results of the studies indicate the effect of a strong incentive for managers' visits to work sites in the organization's departments, and this effect increases sales and productivity, which continues beyond the day of the visit (Arce, et al, 2021:5).

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

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

Strategic renewal

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

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

(Gilbert ,2016:3) believed that the importance of strategic renewal lies in three basic concepts: understanding the life cycle of the organization, clearly identifying self-integration, and self-awareness. Strategic renewal is a dynamic process to modify or replace some organizational work, as this process contributes to dealing in efficient ways with the external environment (Perez et al, 2019:3). The importance of strategic renewal is evident through its contribution

to improving market conditions and increasing the level of sustainable success by encouraging the organization to establish strategic partnerships to obtain scarce resources, which increase the profitability of the organization. It helps the organization benefit from its resources and acquires new resources to better respond to environmental challenges (Hassan and al-Himyari, 2022:76)

The objectives of strategic renewal are to transform strategic thinking into coordinated strategic action, to return the organization to a state of vitality and modernity, to refine outdated ideas, and to achieve the goals of the organization (Prashantham, 2008:380). As (Agarwal & Helfat 2009:282) described the goals of renewal by providing a basis for future growth and development, and the ability to have long-term expectations. One of the goals of strategic renewal is to get rid of the inertia caused by adopting the current strategies, and to benefit from the renewal strategies adopted by the organization (Albert, 2013: 64). One of the goals that the organization seeks to achieve through strategic renewal is to re-orient the organization to itself periodically by adopting new strategies and adopting new structures, in accordance with the requirements of the environment and its

changes, as it becomes the organization needs to build value for it in modern ways, by introducing changes in its assets and work mechanisms, Which leads to the introduction of new products or services, as well as the need to continuously upgrade the level of its current business (Sinkkila, 2017:1)

DISCUSSION OF RESULTS

Viewing and analyzing the responses of the sample members

View and analyze the responses of the sample

It is noted from the data of Table No. (2) about the dimensions of the variable (competitive pressures) that the dimension (two promotion channels) got the highest response rate compared to the other dimensions, with an arithmetic mean (4.090) and a coefficient of difference (18.81%). This indicates that in the senior management in the selected hotels, promotional channels are given priority and they seek to focus on the marketing aspects to reduce the competitive pressures they are exposed to, and (service competitiveness) came in second place with an arithmetic average of (4.029). And the third is each of government regulations and policies and hotels with similar activity, respectively, in terms of importance.

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

No	Dimension and variable	Arithmetic mean	Standard deviation	Variance coefficient	Agreement	Rank
competitive pressures						
1	Competitive service	40029	0.767	19.03	High	3
2	competitive market share	3.892	0.788	20.26	High	6
3	hotels with similar activity	3.955	0.761	19.24	High	4
4	Technological change	3.926	0.716	18.23	High	2
5	price competition	3.898	0.792	20.32	High	7
6	Government regulations and policies	3.955	0.775	19.59	High	5
7	promotion channels	4.090	0.769	18.81	High	1
General		3.963	0.766	19.35	High	

Viewing and analyzing the responses of the sample members

It is noted from the data of Table (3) About the dimensions of the variable (management by walking) that the dimension (improving communication and teamwork) obtained the highest response rate compared to other dimensions, with an arithmetic mean of (4.047) and a coefficient of variation (18.67%). This

indicates that In the higher management in the selected hotels, priority is given to working in teams and working to strengthen communication channels and relationships among employees, and (discovery of opportunities) came in second place with an arithmetic mean of (3.78). The third was for feedback. Motivation ranked fourth and fifth, respectively.

Table (3) Presentation and analysis of the responses of the sample members regarding

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

As for the variable (strategic renewal), the response of senior management in hotels, the research sample, to the dimension (revitalization) was the distinguished response and was at the forefront of the dimensions in terms of arrangement and with an arithmetic mean of (3,962) and a coefficient of difference (20.92%), and this confirms the keenness of the higher managements in hotels To adopt a creative approach to develop the hotel business and the services provided, followed by the response after

(adventurous or risky), then after (rejuvenation), ranked third after restructuring, and achieved the fourth place in the dimension of recovery.

Impact Hypothesis Test

The contents of Table No. (4) reflect the data on the hypothesis of the impact of competitive pressures in terms of its dimensions with the variable of strategic renewal, which states that there is a statistically significant effect. Competitive pressures have a significant effect on strategic renewal

Table (4) Impact hypothesis test

Main hypothesis	Direction	Stud-β	T	P	R ² – F- Sig.	Decision
first	Competitive service >>> Strategic Renewal	-0.084	-0.952	0.344	F= 14.679 R ² = 0.530 Sig.= 0.000	Accepting the hypothesis
	competitive market share>>> Strategic renewal	-0.204	2.078	0.041		
	hotels with similar activity>>> Strategic renewal	0.153	1.705	0.092		
	Technological change>>> Strategic renewal	0.120	1.349	0.181		
	price competition >>> Strategic Renewal	0.157	1.753	0.083		
	Government regulations and policies >>> Strategic Renewal	0.367	4.559	0.000		
	promotion channels >>> Strategic Renewal	0.181	2.121	0.037		

The results of and Table (4) show that there is a significant effect between competitive pressures on the hotel and strategic renewal. The value of (F) for the regression model was (14.679), which is greater than its tabular value and at the level of significance (0.000). This leads to the clarity of the mechanisms for verifying

competitive pressures in the selected hotels, which would move with a modern vision from traditional management practices to modern practices, which in turn is clearly and directly reflected in the possibility of leading to helping hotel managements to develop their performance and reach to strategic renewal. The value

of (R²) for the regression model was (0.530), and this confirms that competitive pressures explain approximately (53%) of the changes that occur in the strategic renovation in those hotels and leave the rest of the percentage to other variables. It was not addressed in the current regression model significantly for each of the market share, regulations, government policies, and promotional channels around the values of (Std-β) for the dimensions of moral impact, as it amounted to (0.0204,0.367,0181) which means improving the level of employee motivation in hotels. One unit leads to an increase in the possibility of strategic renewal by 53%, and a change in development and creativity in one unit

leads to a change in strategic renewal by about (20%,36%,18%). Therefore, for the rest of the ethical dimensions, and based on the foregoing, the first major hypothesis of the impact of competitive pressures can be accepted by its significant dimensions of the strategic renewal of hotels.

Impact Hypothesis Test

The contents of Table (5) reflect the data on the hypothesis of the effect of management by walking on the strategic renewal, which states that there is a statistically significant effect of management by walking in the strategic renewal.

Table (5) Impact hypothesis test

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

The results of and Table (5) show that there is a significant effect between the management by walking of the hotel and strategic renewal. The (F) value of the regression model reached (42.656), which

is greater than its tabular value and at a level of significance (0.000). This leads to the clarity of the verification mechanisms of management by walking in the selected hotels, which would move with a modern

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

significantly the strategic renewal of hotels.

CONCLUSIONS

AND

RECOMMENDATIONS

Conclusions

1. It was found that the management of excellent hotels in the city of Baghdad was able to employ competitive pressures as motives for the challenge through practices (competitive service, competitive market share, hotels with similar activity, technological change, price competition, government regulations and policies, and promotional channels) in promoting the process of strategic renewal Through the processes of restructuring and rejuvenating these hotels, and in accepting risk and adventure in recovery operations, it was also able to introduce more positive changes in the processes of strategic renewal..
2. 2.It appeared that the departments of excellent hotels in the city of Baghdad were able to raise the level of strategic renewal resulting from competitive pressures in its dimensions (competitive service, competitive market share, hotels with similar activity, technological change, price competition, government regulations and policies, and promotion channels) with the presence of

management Roaming as a mediating variable with its dimensions (discovering opportunities, communication and teamwork, motivation, development and creativity, and feedback), and the severity of the impact was on aspects of price competition and government regulations

Recommendations

The study recommends the following:

1. The need for management of excellent hotels in the city of Baghdad to invest in the nature of the relationship and the direct and positive impact of competitive pressures (competitive service, competitive market share, hotels with similar activity, technological change, price competition, government regulations and policies, and promotional channels) in promoting strategic renewal opportunities through Restructuring these hotels and introducing more positive changes in rejuvenating the youth and accepting adventure and in reviving these hotels to enable them to compete and perpetuate them in the tourism market by adopting the best methods that attract and maintain the customer..
2. The departments of excellent hotels in Baghdad should focus their attention on the mediating role of management by roaming, discovering opportunities, communication and teamwork, motivation, development and creativity,

and feedback) on the impact of competitive pressures (competitive service, competitive market share, hotels with similar activity, technological change, Price competition, government regulations and policies, and promotional channels) on strategic renewal in a way that ensures the promotion of strategic renewal and considers it a work method for those departments, in a way that contributes to youth renewal and recovery, and achieve this by adopting the philosophy of re-engineering the hotel business and in accordance with the requirements of the environment of the hotel and tourism sector.

Financial support and sponsorship: Nil

Conflict of Interest: None

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