Journal of Emerging Trends in Economics and Management Sciences (JETEMS) 3(5): 523-528

jetems.scholarlinkresearch.org

The Impact of Management by Walking Around (MBWA) On Achieving Organizational Excellence among Employees in Arab Potash Company

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Abstract

This study aimed to investigate the impact of MBWA organizational excellence Employees in Arab Potash Company. A questionnaire was developed to achieve the purpose of this study. A random sample was used. The sample consisted of (183) respondents. To analyze the data, a statistical package for social sciences was used. The study revealed that there is an impact of M BWA dimensions upon the organizational excellence which explains (56.9%) of variation in the dependent variable (organizational excellence).The study recommended the policy of establishing the climate and regulatory environment conducive and supportive of organizational excellence in the company, and educating workers in the company with objectives and the importance of organizational excellence through training courses, conferences and workshops on this topic.

Keywords: management by walking round, organizational excellence , leadership excellence ,motivation , feedback

INTRODUCTION

MBWA enables the Director to know what is going on around them where they remain in direct contact with employees to identify the real needs and to hear multiple viewpoints, which supports work and achieve its objectives. Such visits break the barriers that may impede communication between workers and the Director through his interaction and continuous meeting with them and talking with them which implies to employees the interest and commitment of the director which drives them to respond to their instructions. MBWA provides realistic and tangible evidence of senior management real interest and actual commitment toward the employees and its strive to address the problems they face during their work (Emmons, 2006).

MBWA also works to configure views, opinions and beliefs of individuals about their organizations and motivate them towards productive work, creating motivations for team working, and support the process of defining the objectives that the Organization works to achieve them with precision and clarity, it also shows the best ways and methods that can be used to manage the Organization, assist in evaluating the performance of subordinates, and identify trends, behaviors, productive capacities and skills of each individual, and put a system of rewards to promote the positive aspects of the behavior of individuals (Buckner, 2008). MBWA has a visible effect on several aspects in the management process, not only at the individual level, but extends to collective and organizational level. The interest of managers to get feedback from subordinates and their interest in workers participation, teaching them to respect opposition from subordinates and beer it , openness to different views that would achieve the desired organizational goals (Al-eyedi, 2010).

McCmack, 2009 consider that the MBWA is an evidence of the growing awareness of organizational problems and success in identifying and treating these problems by individuals working in organizations, that is reflected on the elements and outputs of the Organization itself. This vision includes in General two main components: awareness of the problems associated with the existing level of knowledge in the Organization and output resulting from this awareness based on acts taken by the organization in dealing with these problems.

THE PROBLEM STATEMENT

Problem of the study is concentrated in the lack of employees understanding of the nature of the relationship between MBWA and organizational excellence. Many organizations also lack a clear vision to embrace and apply the concepts of MBWA and organizational excellence in strengthening the capacity of workers to innovate new methods to perform the work .This will have a negative effect on these organizations especially Arabic Potash Company. Thus, the problem of lies in the impact of practicing MBWA on the organizational excellence in Arabic Potash Company.

SIGNIFICANCE OF THE STUDY

This study draws its importance from:

- This study may be an important reference for academics and researchers on the topic of MBWA and its impact on organizational excellence, especially since the studies in this field are few, and the results of it benefit the decision-makers to identify the impact of MBWA on organizational excellence, as MBWA is an important indicator of development that contributes to strengthen the administrative work and avoid weaknesses.
- The fact that this study helps in providing practical information on the importance and dynamics of organizational process excellence, so we can benefit from the results of this study that demonstrate the importance of organizational excellence, and what this process provide of success and progress of the organizations.

OBJECTIVES OF THE STUDY

The study aims to identify the degree of MBWA practice and its impact on organizational excellence among workers in Arabic Potash company to make recommendations and suggestions for decision-makers, to assist them in strengthening organizational dimensions of excellence through exercise management Walking in Arabic Potash Company.

THE STUDY HYPOTHESES

This study focused on the following hypotheses:

Hypothesis 1: there is no statistically significant effect at significance level ($0.05 \leq \alpha$) for MBWA dimension collectively and individually (discover facts, improve communication, motivation, development and creativity and feedback) in leadership excellence as a dimension of organizational excellence among workers in Arabic Potash Company.

Hypothesis 2: there is no statistically significant effect at significance level ($0.05 \leq \alpha$) for MBWA dimension collectively and individually (discover facts, improve communication, motivation, development and creativity and feedback) in the distinguishing of subordinate as a dimension of organizational excellence among workers in Arabic Potash Company.

LIMITATIONS OF THE STUDY

1-The random sample consisted of employees from Arab Potash Company in Jordan . Thus, the findings are confined to this population and other similar populations.

2- Generalizations of the results will be limited to the impact of MBAWA on organizational excellence.

3- A questionnaire was used as a major instrument to achieve the objectives of this study.

METHODOLOGY

This study used the descriptive analytical approach, in analyzing and measuring of MBWA practice and its impact in achieving organizational excellence by relying on desktop scanning method to gather information to cover the variables of study , the study also adopted field survey to get to measure the impact of MBWA on organizational excellence by study tool (questionnaire) and testing its reliability and consistency as well as analyzing it statistically to examine and test the validity of the hypotheses of the study.

POPULATION OF THE STUDY

The Population of the study consisted of the workers in the public shareholding Arabic Potash Company, this company has been selected as the study community for the following reasons: Arabic Potash Company is one of the major extractive companies in Jordan, and thus considers an important economic and social resource at the Arab and the local level. Potash Company is one of the first companies to obtain ISO certification for its keen interest in technical requirements and occupational health of workers. Diversity of the leadership in the company, which includes foreign and Arab leaders that could highlight the diversity of leadership styles and roles, exercised by leaders in guiding change processes, and the company faith of its social responsibility towards the community surrounding and building intimate relationships with the community, whether by reducing the effects of the production process or through different moral and material support to this community. (Source: Journal of Arabic Potash Company, 2011).

The number of elements of this society (1920) elements spread over three main sites:

1. Administrative branch located in Amman. (308) Employee.
2. Factories located in the southern of Jordan Valley. (1532) Employee.
3. Export and shipping located in Aqaba. (80) Employee.

Study Sample

Simple random sample was withdrawn by (15%) of the Community study of (288) staff working in Arabic Potash Company. Questionnaires were distributed to all sample items, (199) questionnaire was retrieved, (16) questionnaires were excluded for invalidity of statistical analysis, the total questionnaires valid for analysis were (183) questionnaire which (9.5%) of the overall study population and (63.5%) of the sample selected, table 1 shows a description of the characteristics of the sample:

Table 1: Description of the study sample properties

percentage	number	variable categories	variable
21.3%	39	Diploma and less	qualification
65.0%	119	Bachelor studies	
13.7%	25	Higher education	
4.6%	9	30- and less	Age
23.0%	42	31-40	
54.6%	100	41-50	
17.5%	32	51 and more	
7.1%	13	10 years and less	experience
19.1%	35	11-15	
33.9%	62	16-20	
39.9%	73	21 and more	

STUDY INSTRUMENT

A questionnaire was developed for measuring the practice degree of MBWA and its impact on organizational excellence in Arabic Potash Company, this questionnaire consisted of three parts:

The First Part: consists of the demographic information needed about the responder (age, educational qualification, experience)

The Second Part: measuring the level of MBWA questionnaire, the developing of this section depended on a set of questionnaires designed by (Suhaimi, 2012; AL-eyedi, 2010).

The Third Part: This section contains paragraphs covering the independent variable of the study (organizational excellence) the building of the paragraphs of this variable were guided by the study of (Majali, 2009; Aldalaain, 2010). Identified by five answers are (always apply, often apply, sometimes apply, rarely apply, never apply), and the answers were given numbers from (1-5), were number (1) indicates (never apply), number (2) (rarely apply) number (3) (sometimes apply) number (4) (often apply) and number (5) (always apply).

STATISTICAL TREATMENT

To answer the questions of the study and test the validity of the hypotheses statistics and analytical descriptive methods have been used, using the statistical package (SPSS.16). The following are statistical methods that were used:

“Descriptive Statistic Measures” to describe the characteristics of the study sample, depending on the frequencies and percentages, (VIF) (Variance Inflation Factory) has been used and (Tolerance) to make sure that there is no (Multicollinearity) between independent variables and (Skewness) to ensure that the data follow (Normal Distributions). And (Multiple Regression Analysis) has been used to test the validity of the study and impact of the independent variable and the dependent variable dimensions, (Multiple Stepwise Regression Analysis) to test the entry of independent variables in the equation to predict the dependent variable.

PREVIOUS STUDIES

Many previous Arabic and foreign studies focused on subjects of MBWA and organizational excellence, but through research and investigation we did not find any study looking directly at MBWA and its impact on organizational excellence, so this study tried to employ what came in these previous studies as much as possible, and whenever possible to achieve its objectives, having in mind that the environmental field studies in Arabic, were very limited:

Suhaimi, 2012 held a study to identify the impact of MBWA on administrative empowerment in government circles in Madinah in Saudi Arabia, in order to achieve the objectives of the study questionnaire was developed and (555) questionnaires were distributed, to from (87.5%) Of questionnaires distributed. One of the main findings of the study include: MBWA came to a high degree, and there was an effect of MBWA dimensions in administrative empowerment , and the dimensions of Walking administrative explained (54%) of the variation in administrative empowerment.

Al-eyedi, 2010 conducted a study to identify the impact of MBWA on the effectiveness of decision-making in Jordanian universities, the sample consisted of (361), the results showed that the degree of MBWA in Jordanian universities came to a high degree, that the level of effective decision-making came high and there is an impact of MBWA on the effectiveness of decision-making in Jordanian universities.

Aldalaain, 2010 conducted a study to identify the impact of administrative empowerment in excellence in business organization in Jordan telecom company, the study sample consisted of (553), the results revealed that the level of awareness in Jordan Telecom management of the dimensions of empowerment, and the level of understanding of the dimensions of excellence in business organization came high too , there is a significant impact of statistical significance for administrative empowerment in business organization excellence in Jordan Telecom.

Alzirakat and Alkhrshh, 2010 Conducted a study to know the effect of change in achieving organizational excellence from the point of view of Arabic Potash Company workers, results showed that the workers perceptions of the elements of change was an average, and their perception of the organizational excellence was high. The results indicated that there was an effect of the element of change (organizational structure, tasks and duties, human resources, advanced technology) in organizational excellence.

Taylar, 2009 Conducted study to a comparative study of the basic values of excellence forms in the face of human values in (16) Organization in Netherlands.

The study depends on its data form a questionnaire which was distributed to (389), and from the results of the study which was analyzed using mathematical average and factor analysis, factor analysis, it is clear that by comparing normative responses with basic results of the excellence forms, it stresses that there are moral differences between the existing and the typical values, and that the human values influence the excellence strategies which focuses on the customer, continuous learning, innovation improvement, social responsibility and employee involvement Evanthia, et. al, 2009 Investigated the extent to which European pharmaceutical companies are committed to the European standards of excellence. They concluded that the pharmaceutical companies face difficulties in achieving the European excellence standard due to the international economic crises (recession), and there are a group of internal and external factors that form together a hindered to commitment to the European standards and the main factor is the investment of these companies outside its national borders.

RESULTS OF THE STUDY

There is no high link (Multicollinarity) between independent variables using (VIF) (Variance Inflation Factor), (Tolerance) test for each of the independent variables, taking into account that (VIF) doesn't exceed (10) and the (Tolerance) value is greater than (0.05) and normal distribution was used by calculating (Skewness) taking into account that the data follow a normal distribution if the value of the coefficient convolution is less than (1). Table No. (3) which contains the independent variables and the value of the coefficient of variance inflation (VIF) and "Tolerance" for each variable, we noticed that the value of (VIF) for all variables were less than (10) and range between (5.102 -2.789)it is also noted that the value of Tolerance for all variables were greater than (0.05) and ranging (0.287-0.395) therefore it can be said that there was no real problem concerning the correlation between independent variables.

Table 2: Variance inflation factor testing, Tolerance and Skewness

Skewness	Tolerance	(VIF)	The dimensions of the independent variable
0.211	0.395	3.119	Discover facts
0.209	0.374	3.491	Improve communication
0.129	0.287	5.102	Motivation
0.347	0.381	2.789	Development and innovation
0.259	0.326	3.891	Feedback

Table 3: The results of (Analysis Of variance), to ensure the validity of the model to test hypotheses of the study

Significance level F	Value F **Calculat**ed	squares average	Squares sum	coefficient of determination R2	Source	dependent variable
0.000	*150.603	49.810	249.048	0.521	regression	Distinguishing leadership
		0.331	134.278		Error	
0.000	*60.568	32.754	163.769	0.351	Regression	Distinguishing superiors
		0.541	219.557		Error	
		0.412	167.403		Error	

* Statistically significant at the level of significance (α≤ 0.05)

Table (3) shows the validity of the study hypotheses test form, because of the high value of calculated (F) from indexed value on the level of significance (α≤ 0.05), since the dimensions of MBWA explained (52.1%) form the variance in (distinguish superiors), and walking management dimensions also explain (43.1%) from the variation in (distinguishing the organization structure), This emphasizes the role and impact of MBWA dimensions in the interpretation of related dimensions of the excellence's organization. Accordingly we can test the hypotheses of the study.

The First Hypothesis: there is no statistically significant impact at the level of significance (0.05 ≥α) for MBWA dimensions (discover facts, improve communication, motivation, development and creativity, feedback) in leadership excellence as one of the dimensions of organizational excellence among workers in Arabic Potash Company.

Table 4: Results of multiple regression analysis to test the impact of MBWA in its different dimensions in leadership excellence

Significance level t	calculated t value	Beta	standard error	B	MBWA
0.000	*4.132	0.205	0.042	0.210	Discover facts
0.000	*8.325	0.368	0.049	0.339	Improve communication
0.033	*2.143	0.119	0.051	0.101	Motivation
0.006	*2.756	0.131	0.052	0.135	Development and innovation
0.000	*3.986	0.186	0.045	0.180	feedback

* Statistically significant level (α≤ 0.05)

From the results in Table 4 and form following the values of the test (t) the following variables related to (discovering facts, improve communication, development and creativity, feedback) have an impact on leadership excellence, were calculated (t) values reached (4.132, 8.325, 2.756, 3.987) respectively, are moral values at the level of significance (α≤ 0.01). Results indicated that related variables (stimulus) have an impact on leadership, with (2. 143) calculated (t) value and is a statistically significance at (0.05 α≤) level. And from the previous result: rejection of zero hypothesis, which States that there is no significant impact to the statistical significance of

MBWA variables (discovering facts, improve communication, motivation, development and creativity, feedback) in leadership excellence

Table 5: Results of "Stepwise Multiple Regression" to predict leadership excellence through MBWA dimensions as independent variables

level of significance t *	Calculated t value	R^2value determination value	entry order of independent elements in predicting equation
0.000	*8.325	0.432	Improve communication
0.000	*4.132	0.493	Discovering facts
0.000	*3.986	0.516	Feedback
0.012	*2.756	0.521	Innovation and development

* Statistically significant level ($\alpha \leq 0.05$)
Out of the multiple gradient regression equation (motivation) variables

When a Stepwise Multiple Regression multiple regression analysis was made, to determine the importance of each independent variable individually in contributing to the mathematical model, which represents the impact of MBWA in distinguishing leadership, as can be seen from table 5, which shows entry order of independent variables in the regression equation, the improvement of communication explains (43.2%) of the variation in the dependent variable, and facts discovery variable come to explain with improved communication (49.3%) of the variation in the dependent variable, and came third the feedback variable to interpret with the previous variants (51.6%) of the variation in the dependent variable, and finally came the development and creativity variable to explain with the previous variables (52.1%) of the variation in leadership excellence as a dependent variable. And came out of the multiple regression equation (stimulus) variable, as a weak and not statistically significant one.

The Second Hypothesis: there is no significant impact with statistical significance of MBWA dimensions (discover facts, improve communication, motivation, development and creativity, feedback) in distinguishing superiors as dimensions of organizational excellence among workers in Arabic Potash Company

Table 6: Results of multiple regression analysis to test the impact of MBWA in its different dimensions in distinguishing superiors

Significance level t	calculated t value	Beta	standard error	B	MBWA
0.000	*4.691	0.259	0.059	0.279	Discover facts
0.015	*2.450	0.147	0.058	0.143	Improve communication
0.172	**1.367	0.098	0.061	0.084	Motivation
0.000	*5.293	0.311	0.060	0.323	Development and innovation
0.014	*2.471	0.156	0.063	0.156	feedback

* Statistically significant level ($\alpha \leq 0.05$)
** not a function.

Statistical results contained in the table (6) shows, that form following up values of (t) test that the following variables (discovering facts, development and innovation) are the most influential in MBWA variables in distinguishing superiors, with the (4.691, 5.293) calculated (t) values respectively, are moral values at the level of significance ($\alpha \leq 0.01$). Results indicated that subordinates variables (improve communication, feedback) have an influence on distinguishing superiors, with (2.450, 2.471) calculated (t) values and is a statistical significance at (0.05 $\alpha \leq$) level. Results indicated that subordinate variable related to (stimulus) has no impact on distinguishing superiors; with calculated (t) value was non-statistically significant at the level of significant ($\alpha \leq 0.05$). And it requires the following: rejection of zero hypotheses, which States that there is no significant impact to the statistical significance of MBWA variables (discovering facts, improve communication, development and creativity, feedback) in distinguishing superiors. And accept the zero hypotheses, which States that there is no significant impact with statistical significance of (stimulation) variable in distinguishing superiors .

Table 7: Results of "Stepwise Multiple Regression" to predict distinguishing superiors through MBWA dimensions as independent variables

level of significance t *	Calculated t value	R^2value determination value	entry order of independent elements in FORECASTING equation
0.000	*5.481	0.293	Innovation and development
0.000	*4.540	0.321	Discovering facts
0.004	*2.930	0.334	Feedback
0.012	*2.518	0.351	Improve communication

* Statistically significant level ($\alpha \leq 0.05$)

Out of the multiple gradient regression equation (motivation) variables

When a Stepwise Multiple Regression analysis was made to determine the importance of each independent variable individually in contributing to the mathematical model, which represents the impact of MBWA in distinguishing superiors, as shown in table 7, which shows the order of entry of independent variables in the regression equation, the variable development and creativity explains (29.3%) of the variation in the dependent variable, and the variable MBWA with development and creativity explains (32.1%) of the variation in the dependent variable, and the variable feedback entered third where it interpreted with previous variables (33.4%) of the variation in the dependent variable, and finally the variable improving communication where it interpreted with the previous variables (35.1%) of the variation in the distinguishing superiors as a dependent variable. Cam out of the multiple regression equation (motivation) variable as the variable is weak and not statistically significant.

RECOMMENDATIONS

Depending on the results of the study, the following recommendations can be made:

The results of the study showed that there is an effect of the dimensions of MBWA in organizational excellence. The study recommends the following:

- Encourage employees in Arabic Potash Company for exceptional performance by providing material and moral incentives.
- Creating an organizational environment atmosphere supporting the organizational excellence in the company.
- Educating employees in the organization with the goals and importance of organizational excellence and its results through training courses, conferences and workshops about it.
- Training for all employees on available technology with a view to optimizing the performance of the work

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