JETMASE Vol 4(1): 402 –419, June, 2022 Available online at

https://www.jetmase.com

APPLYING THE THEORY OF MANAGEMENT BY WALKING AROUND (MBWA) TO WORKPLACE MANAGEMENT AND STRUCTURE IN SERVICE ORGANIZATIONS

Udeze, C.C.G & Opara,N. A.
Department of Business Administration, Alex Ekwueme Federal University Ndufu-Alike, Ikwo, Ebonyi State, Nigeria.
Department of Business Education, Enugu State College of Education Technical (ESCET)
Correspondence Email: udeze.chimeziem@funai.edu.ng

ABSTRACT

Building upon the theory of management by walking around (MBWA), the study investigated the managerial factors that influences workforce performance in the workplace. Specifically, the study sought to investigate the effect of manager's ability to listen and discuss with workers on employee-manager work relationship, manager's personal involvement in supervision and manager's willingness to provide support to workers have on the workforce performance. The survey research design method was used, The population of the study was five hundred and seventy one (571) staff from four (4) selected service organizations from Enugu State. Using the Taro Yamane formula, a sample size of two hundred and thirty five (235) was obtained and corresponding number of questionnaire administered to them. With the Ordinary Least Square (regression) and the non-parametric Kruskawalis test (H), the hypotheses was tested, Findings indicated that: the effect of manager's ability to listen and discuss with workers on employee-manager work relationship is significant, there was a positive relationship between manager's personal involvement in supervision and employee's self-efficacy and established a significant relationship between manager's willingness to provide support to workers and workforce commitment. The study recommends that managers should try to avoid hard criticism on employees during walk around which may result negative effect on their communication improvement, personal involvement and discovering of facts with banking sector. Hence this study links the principles of MBWA to manager- workforce cohesion as well as workforce commitment and self- efficacy. The study hence recommends thus: Managers should put their ears on the ground to listen attentively and discuss with workers during walk around; they should also avoid insolent criticism on employees which may have a negative effect on workforce-manager work relationship. Managers get management out of the office by personally getting involved in the work and supervision of the workforce. To achieve workforce commitment, managers should be willing to give support to employees to help them succeed.

Keywords: Management by walking around, workplace structure, workplace management

INTRODUCTION

With the surge in technological advancements, digital and information technology including globalization, the modern workplace have been pressured into adopting structures that have

configured workplace management into an office practice. Managers give and get instructions/information using technology; supervise subordinate using technology without really physically meeting them. According to Serrat (2009), the contemporary workplace has immersed itself in technology, so much that managing is limited in the satellite offices, remote offices, home offices, virtual offices, hoteling facilities, and the electronic mail that underpins and promotes these. That the modern workforce is driving its communication vehicle from telephone calls and electronic mail to the point of videoconferencing which does not involve much walking around but just to type, point, and click. This has created distance between managers and the rest of the workforce, disorganizing the structure and reducing cohesion, personal and work relationship in the workplace.

There exists essentially management need to align workplace management, workforce behavior and organizational objectives. With digitization and globalization, changes have evolved in work structures and relationships as well as the nature and process of working. In this context, MBWA provides strategy to bring management out of the office, to make managers proactively involved in workplace management: information planning and analysis, monitoring and supervision, rewards and motivation, organizational learning, management support, and decision making (Akcit, 2020).

Based on this, organizational leadership has continuously seek effective managerial practices and techniques capable of ensuring that the contemporary workplace survives the stiff competition and the changing nature of work and work environment which depends on workforce performance. It is a well known fact that the philosophy of management by command and control while sitting in the office with technology gadgets is far from being efficient nor is it close to being practical in the contemporary workplace. MBWA is the management technique that concentrates on human relations, open assessment and knowledge, which are important for developing work and high performance (Serrat, 2019)

The concept of this theory has been in existence in managing the workforce in the workplace; however, researchers such as Anderson, et al (2017) believe that what works for one organization may not work for other organizations. Just like a physician makes a ward round to enable him understand the situation of patience

and how to help them, MBWA gives managers accurate representations of daily happenings and understanding of the employees' perspectives. The manager regularly feels "the pulse" of the organization, which provides vital input for decision-making and communication.

The influences of MBWA on workplace structure as well as workplace behaviors, perceptions, and performance is being investigated to understand how this technique of management can affect workforce in relation to organizational effectiveness. The action of individual workers determines the success or failure of organizations in the long-term (Burney *et al*., 2009). Thus, it is essential to analyze the employees' reactions and perceptions about managers ways of managing in line with MBWA and how the technique of managing influences workforce behavior and their performance, There will be improvement in performance when managers understand how to influence the people who directly achieve the results. MBWA is incredibly effective in workplaces that would lead a manager to get the things done by his/her subordinates to the best of their willingness. (Lebwohl, Strober, Menter, Gordon, Weglowska, Puig, Papp, Spelman, Toth, Kerdel, Armstrong, 2015).

The objective of every organization, whether large or small, is to increase performance in order to achieve productivity and sustain competitiveness; all of which depends on workforce performance, contribution and work behaviour. In the contemporary workplace, workers do not usually have high sense of focus during the work hours usually due to some sort of distractions; this situation exists in the workplace because managers' do not pay person-to person attention to the workforce and work situations. Management's ineptness to recognize the existence and work contributions of the groups and teams in the organization has conceived unpleasant issues like workforce disloyalty and lack of commitment, workplace conflicts among employers and subordinates. This situation has frustrated management and realization of organizational objectives. However, this study therefore investigated the application of the principles of MBWA to workplace management and structure to ascertain how it can effect workforce performance using selected service organizations in Enugu State.

Research Questions

The following research questions guided the study:

i. What is the effect of manager's ability to listen and discuss with workers on workforce-manager work relationship?
ii. What is the nature of the relationship between manager's personal involvement in supervision and workforce self-efficacy?
iii. What is the extent of the correlation between manager's willingness to provide support to workers and workforce commitment?

Hypotheses

Based on the objectives, the following hypotheses were proposed:

H_{01}: Manager's ability to listen and discuss with workers has no significant effect on workforce-manager work relationship

H_{02}: There is a negative relationship between manager's personal involvement in supervision and workforce self-efficacy

H_{03}: Manager's willingness to provide support to workers has no correlation with workforce commitment.

LITERATURE REVIEW

Conceptual Review

Management By Walking Around (MBWA)

Management by walking around or management by wandering around (MBWA) is a management principle that was popularized by Tom Peters and Robert Waterman in the early 1980s at Hewlett-Packard, during that period managers were already considered as being isolated from the workforce, the situation posed a problem for management at Hewlett-Packard, it was then that Peters and his colleagues picked up the approach. They saw MBWA as the basis of leadership and excellence which they forenamed the technology of the obvious (Munusamyi, Chillial & Mun, 2010)

MBWA explains a management style where managers regularly walk around workplace and among workers to communicate and do regular follow-ups on working process. MWBA represents an integrated administrative system based on the presence of managerial leaders in the front line sites, using their personal abilities to interact with workforce not relying solely on electronic means of communication. In this case, managers put a human face to managing, they move from office to the fields meeting person-to-person with the workforce, in the process identify individual abilities, shortcomings and achievements of workers. As they share problems and valuable ideas, the manager gets familiar with their workers, real work situations; this connection between managers and the workforce is insightful

either ways and provides quick feedback for any problem (Omar, Mohammed, & Zaroug, 2018).

The term MBWA refers to a style of business management which involves a conscious wandering around by managers, in an unstructured manner through the workplace(s) checking up on the workforce and examining work in progress (the status of work). The concept describes an elaborate way of managing involving the conscious commitment of the managerial leaders to regularly interact with employees to better understand, and act on, their issues, ideas, and concerns (Peters & Roberts, 2012).

The scope of the theory goes beyond randomly walking or wandering around through the workplace; it includes managerial leaders and supervisors at all level moving about, striking up conversations while checking up on and monitoring the subordinates in their work environment and with their work tools/equipment. They create a network of committed team that push each other to self efficacy by developing meaningful personal and work relationship iced with mutual respect. The result is a boost in workplace cohesion which stimulates and sustains organizational success (Rumble & Rogers-Randolph, 2019).

Effect of manager's ability to listen and discuss with workers on workforce-manager work relationship

Managers don't just walk about, they should talk and listen to workforce but more important it is that manager's duty to listen to what subordinates suggest. As a manager, you have got to become great at perusing the unpretentious signs individuals are telling you. Your subordinates might not feel comfortable being exceptionally fair with you, particularly right at the beginning of actualizing the new strategy. Managers use discussion as an opportunity to transmit the company's values; the walks and discussions provide the possibility to strengthen the subordinate's understanding of the company's values and vision (Rumble & Rogers-Randolph, 2019).

It is a known fact that managers spend 90% of their work period making decisions, it makes sense then to gather ideas and information from the people that the decisions is about in a more personal manner. Every step in management requires communication to make the job done. Managerial success depends on the ability of managers to develop empathy and reach a mutual understanding with colleagues, subordinates and even clients by creating good connections with them (Shallah & Colleaques, 2013)

Shallah and Colleaques (2013) considered MBWA as a communication strategy between managers and subordinates, depending on informal contacts which build trust and promote teamwork. While Beil-Hildebrand (2016) defined it as informal communication technology leads to raise employees' awareness of tasks, and improve the confidence level which in turn encourages employees to share new ideas. It expressed that directors can utilize MBWA as day by day casual gatherings to communicate organizational values and approaches at person level which upgrade connections and believe.

Manager's personal involvement in supervision and workforce self-efficacy

Manager's Personal involvement and supervision here refers to mentorship and development, the degree of concern a manager may have for the workforce development, many managerial leaders have laissez-faire attitude towards their workforce' growth but that will be shooting yourself on the foot as a managers because employees' get motivated when their growth concerns you as their leader. Also, when managers get personally involved in supporting workforce development, they create a network of loyal and competent team that will bring improvement in performance which is usually accredited to the manager at a certain level (Zaichkowsky, 2016; Johnson & Eagly, 2019).

It has been argued that high personal involvement of the manager in supervision motivates subordinates to process information more deeply and to pay more attention to information (Petty, Cacioppo, & Schumann, 2013). In this context, the investigation on personal involvement explored manager's mentoring of his subordinates, its effect on their development and self efficacy. The manager can get involved in supervision of the workers in many ways: pay for educational courses, encourage smart, efficient work, identify mutually beneficial solutions, encourage participation in skills training, establish a mentoring program, offer online career advancement courses, help them define a development path. as well as help them identify their strengths and passions.

Self – Efficacy refers to a human resource strength which has the psychological capacity for development and effective performance management. Self-efficacy is defined as having the confidence in one's abilities to mobilize resources and courses of action to successfully execute a specific task (Luthans and Youssef, 2017).

Individuals who portray self-efficacy are exciting to manage as they set new challenges which stretch their experience base. These people hold a more grounded conviction in their capacity to effectively perform challenging assignments, set more challenging objectives for themselves, continue on, contribute more assets and are able to handle disappointment encounters superior than people with moo self-efficacy (Luthans and Youssef, 2017). According to (Luthans et al., 2007) in Ricardo (2012), individuals that show self-efficacy are recognized through five characteristic:

i. They set high goals for themselves and self-select for more difficult tasks.
ii. Welcome and thrive on challenges.
iii. They are highly self-motivated.
iv. They invest in the necessary effort to accomplish their goals.
v. When faced with obstacles, they persevere.

These five characteristics equip individuals with high efficacy with the capability to develop independently and perform efficiently, even with little external input for extended periods of time

Manager's willingness to provide support to workers and workforce commitment.

Organizational success depends mainly on the style and approach of management, whether objectives are achieved or not greatly depends on management, the capacity of the management to stir up workforce commitment in a bound of workplace cohesion cannot be ignored. As opined by Abbad & Alshoraty (2020), management of an organization has the capacity to accelerate the achievement of its objectives or form an obstacle to its achievement. Management by wandering around is an effective administrative style that removes barriers among managers and employees. It encourages the open door policy and opposes bureaucracy. This technique build the trust employees have in their supervisors and caused them to build a positive attitude to work, it is this commitment that opens door to organizational success.

The willingness of the supervisor to provide support may be a great catalyst to improve work relationship which is induces positive work attitude on the side of the workforce. This is based on the goal setting theory of motivation that is of the idea that motivation is driven primarily by the goals or objectives individuals set for themselves.

When managers are willing to provide on-the-spot assistance and support it is a vital form of management; if subordinates require help, managers should be willing to lead by example and provide support on the

spot. It calls for a sense of urgency and it isn't just about "looking into it", but being on the ground to get problems fixed quickly. Researchers have concluded on the significant influence of MBWA on the organizational outcomes through different dimensions, such as, communication improvement, motivation, discovering facts, and feedback (Gundersen, Heide & Olsson, 2016; Alqarni, 2016; Alhawamdeh & Alobaidi. 2012).

Theoretical Framework

This work is based on the following theories:

Social Cognitive Theory

Social Cognitive Theory is theory propounded by Bandura in 1986; this theory is hinged on Bandura's self-efficacy concept. The theory explains that what people believe they can do or that they cannot do significantly impacts on their contributions and performances. Bandura suggested that developing and strengthening positively self believe in employees through training and development, support and supervision, delegation, empowerment and other related forms of intrinsic motivation will positively build the morale, and self-esteem and self-efficacy, hence improve their performance (Bandura, 2001)

Studies on organizational management have been carried out on the back of this hypothesis and investigations uncover that seen managerial self-efficacy impacts managers' organizational achievements both specifically and through its impacts on their objective setting and explanatory thinking. Individual objectives, in turn, upgrade organizational achievements specifically and through the intercession of analytic strategies. As directors start to make a self-schema of their adequacy through further experience, the performance framework is directed more unequivocally and unpredictably through their self-conceptions of managerial adequacy (Wood & Bandura, 1989)

Path-Goal Theory of Leadership

The Path-Goal theory of leadership was propounded by Robert J. House and Terence R. Mitchell in 1974 based on Vroom's Expectancy Theory (1964). This theory believes that individual will act in a certain way to achieve expected outcome in return. (Langley, 2006) In this theory managers walks around the employees, keep in touch with them, make necessary communications and provide motivation where in the meantime he also provides and receive necessary information and details. Path-goal leadership theory is based on Vroom's Expectancy Theory that it fits

perfectly for management by walking around (MBWA) strategy. Path-goal leadership theory indicates that behaviors of the manager towards his/her employees influence motivation and goal attainment by improving workers behavior towards work i.e. attitude to work. Managers' main role in the workplace is to help employees and keep them on track through communication and regular personal checkups. Manager can achieve organizational cohesion and success by providing the workforce with a clear path that will lead to success, positive behavior/positive attitude to work with a good communication. House, (1996) prescribe four types of work behavior: "directive, supportive, participative, and achievement-oriented leadership behaviors" MBWA enables managers provide a better understanding between superiors and subordinates through effective communication; the workforce will follow the path created by the manager and hence align their efforts to organizational objectives (Langley, 2006).

Like the principles of MBWA, (Langley, 2006) poised that the Path-Goal theory of leadership creates a warm work environment is free of stress and focused on workforce wellbeing for success. This theory perfectly supports MBWA where managers can use the four leadership behaviors (directive, supportive, participative and achievement-oriented) as prescribed by House (1960); Nwachukwu (2009).

MBWA involves the constant wandering about of managers engaging in conscious inter- personal communications with the workforce checking workforce required tasks, providing and sharing information. To provide information, the manager employs the directive leadership style when walking around and checking tasks. Topics of discussion during these walk around could range from business, to social topics. To create a warm environment, the manager can use the supportive leadership style where they can discuss workers personal life creating workforce cohesiveness and a better group works and share ideas/opinions (Alhawamdeh &Alobaidi, 2012).

This warm environment can generate motivation and help manager to lead the workforce to success during these conversations. He provides workplace direction; notify and encourage the workers to achieve their goals and utilize opportunities (Nwachukwu, 2009).

Management by Objectives (MBO)

MBO is a management practice which aims to increase organizational performance by

aligning goals and subordinate objectives throughout the organization, it is a philosophy which originated sometime in the early 1970s (The Economic Times, 2022).

.

The principle of MBO requires the consensus of all the levels of management on clearly defined quantitative and/or qualitative organizational objectives. After unanimously, agreeing on the objectives/ targets, as well as figuring out the best strategy for the achievement of these objectives, it becomes the responsibility of the higher levels management to periodically review them. This principle has a strong support to MBWA as the manager gets involved with the workforce personally and share ideas and information which help them align their objectives and that of the workplace and share ideas on how to achieve these objectives better

The theory is of the view that specific and difficult goals, with feedback, lead to higher performance. Goal setting improves performance by stretching the intensity and persistence of employee effort, and by giving them, clearer role perceptions to enable them channel their behaviours towards improved work performance. They are more motivational than easy or moderate goals. Management by Around (MBWA) is a participative goal-setting technique, in which organizational objectives flow down to work units and individual employees (Philip & Hazlett, 2017).

METHODOLOGY

The design used for the study was survey research design; a five point likert scale designed questionnaire titled "applying MBWA to workplace management and structure in the service organization" was used as the instrument for data collection. Data was sourced from both primary and secondary sources. The target population of the study was one seven hundred and ninety one (571) comprising of the staff of three selected service organizations in Enugu State. (First Bank of Nig. Plc. = 161, Toscana Hotel =130 and UBA bank =115, Golden Royale Hotel= 165). These service organizations are all located in Enugu. Taro Yamane formula was used to obtain the sample size of two hundred and thirty five (235). The hypotheses were tested using the Ordinary Least Square (regression) and the non-parametric Kruskawalis test (H) respectively.

RESULTS AND DISCUSSIONS

Test of Hypotheses

Ordinary Least Square (OLS) was used to test the first hypothesis postulated in the study

Hypothesis One

H_{01}: Manager's ability to listen and discuss with workers has no significant effect on workforce-manager work relationship

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654[a]	.428	.426	.85781

a. Predictors: (Constant), Manager's ability to listen and discuss with workers

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.730	1	127.730	173.585	.000[b]
	Residual	170.714	232	.736		
	Total	298.444	233			

a. Dependent Variable: workforce- manager work relationship

b. Predictors: (Constant), Manager's ability to listen and discuss with workers

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.300	.196		1.529	.128
	Manager's ability to listen and discuss with workers	1.111	.084	.654	13.175	.000

a. Dependent Variable: workforce- manager work relationship

The result of the study shows that there is strong positive relationship between Manager's ability to listen and discuss with workers and workforce- manager work relationship (R-coefficient =.654[a]). The R square, the coefficient of determination, shows that only 42.8% of the variation in workforce- manager work relationship can be explained by Manager's ability to listen and discuss with workers. With the linear regression model, the error of estimate is low, with a value of about .85781. The regression sum of the square 127.730 is less than the residual sum of the square 170.714 indicating that the variation is due to chance. The F-statistics = 173.585 shows that the model is significant. The extent to which Manager's ability to listen and discuss with workers positively relates with workforce- manager work relationship with .654[a]value indicates a positive significant relation between Manager's ability to listen and discuss with workers and workforce- manager work relationship which is statistically

significant (with t = 13.175) and p = .000 < 0.05. The null hypothesis was rejected and the alternate hypothesis accepted

Hypothesis Two

H_{02}: There is a positive relationship between manager's personal involvement in supervision and workforce self-efficacy

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818[a]	.669	.667	.35977

a. Predictors: (Constant), manager's personal involvement in supervision

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.621	1	60.621	468.352	.000[b]
	Residual	30.029	232	.129		
	Total	90.650	233			

a. Dependent Variable: workforce self-efficacy

b. Predictors: (Constant), manager's personal involvement in supervision

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.723	.049		14.704	.000
	mgr's personal involvemt in supervis	.443	.020	.818	21.641	.000

a. Dependent Variable: workforce self-efficacy

This result shows that there was a positive relationship between manager's personal involvement in supervision and workforce self-efficacy (R- coefficient =..818[a]). The R square, the coefficient of determination, shows that only 66.9% of the variation in workforce self efficacy can be explained by manager's personal involvement in supervision. With the linear regression model, the error of estimate is low, with a value of about .35977. The regression sum of the square 60.621 is greater than the residual sum of the square 30.029 indicating that the variation is not due to chance. The F-statistics = 468.352shows that the model is significant. The extent to which manager's personal involvement in supervision positively influence workforce self efficacy with .818[a]value indicates a positive significance between manager's personal involvement in supervision and workforce self efficacy which is statistically

significant (with t = 21.641) and p = .000 < 0.05. The null hypothesis was rejected and the alternate hypothesis accepted accordingly.

H_{03}: Manager's willingness to provide support to workers has a significant correlation with workforce commitment.

Using the non-parametric Kruskawalis test

```
NPAR TESTS
 /K-W=MSandSS BY RANKS(1 5)
 /STATISTICS DESCRIPTIVES
 /MISSING ANALYSIS.
```

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
MSandSS	230	18.8000	9.16515	3.00	39.00
RANKS	230	3.0000	1.44338	1.00	5.00

Kruskal-Wallis Test

Ranks

	RANKS	N	Mean Rank
MSandSS	1.00	50	3.00
	2.00	50	12.30
	3.00	50	11.80
	4.00	30	23.00
	5.00	50	14.90
	Total	230	

Test Statistics[a,b]

	MSandSS
Chi-Square	18.995
df	4
Asymp. Sig.	.001

a. Kruskal Wallis Test

b. Grouping Variable: RANKS

From the SPSS output of this hypothesis, it can be deduced that Manager's willingness to provide support to workers has a significant correlation with workforce commitment as the H was lesser than the level of significance (i.e 0.01<0.05), which led to the rejection of the null hypothesis and the acceptance of the alternate

5.1 Findings

After the Analysis, the study revealed:

i. Manager's ability to listen and discuss with workers had a significant effect on employee-manager work relationship (with t = 13.175) and p = .000 < 0.05.
ii. There was a positive relationship between manager's personal involvement in supervision and workforce self-efficacy (with t = 21.641) and p = .000 < 0.05
iii. Manager's willingness to provide support to workers had a significant correlation with workforce commitment. (i.e 0.01<0.05)

CONCLUSION

This study concludes that MBWA has the capacity to improve workplace management by equipping managers with the ability to understand their workforce while creating workplace cohesion. The application of MBWA in the workplace enables a warm workplace which gets workers not only committed in the workplace but also enhance their efficacy with a positive attitude to work. Based on the findings, the commendations thus:

i. Managers should put their ears on the ground to listen attentively and discuss with workers during walk around; they should also avoid insolent criticism on employees which may have a negative effect on workforce-manager work relationship.
ii. Managers should bring management out of the office for a change by spending time in the work field among employees and personally involved in providing the much needed supervision and mentoring for development and self efficacy.
iii. A good leader ensures that the followers are gets help when they face hitches with their official tasks, to achieve workforce commitment, managers should be willing to give support to employees to help them succeed.

References

Abbad, D. O and Alshoraty, Y. I (2020) "The Degree of Management by Wandering Around Practice and its Relation to Gender and Specialization at Private Schools in Amman" *European Journal of Social Sciences ISSN 1450-2267*, 59(1), 85-90 http://www.europeanjournalofsocialsciences.com/

Akcit, H. (2020). "Effects of Management by Walking Around (MBWA) on Employee Performance" https://medium.com/bachelor-of-commerce-final-thesis/effects-of-management-by-walking-around-mbwa-on-employee-performance-e9edacdda4e7 (retrieved on 3rd May 2022).

Alhawamdeh, N.S &Alobaidi, A.M. (2012). "The Impact of Management by Wandering Around Practice on the Effectiveness of Decision Making Process: An Applied Study in the Official Jordanian Universities" Journal of Administrative Studies, 6(11) 62-100.

AL Shra"ah, A.E.M., Mohammed, A.R., Husam, M.J.A.H., & Ishaq, MA. (2013). Practicing management by walking around and its impact on the organizational commitment in the Jordanian Hospitals, Journal of Management Research. 5(1), 1-79.

Alqarni, M. S. (2016). The Practice of Departments' Chairpersons of Management by Wandering Around and its Obstacles From the Point of View of the Faculty Members of the Faculty of Arts. Journal of College of Education. 27(106), 1-25.

Beil-Hilderbrand, D. & Verburg, R. (2016) Service excellence from the employees' point of view: the role of first line supervisors, Managing Service Quality: An International Journal. 12(3), 159- 164.

Burney, L. L., Henle, C. A., & Widener, S. K. (2009). A path model examining the relations among strategic performance measurement system characteristics, organizational justice, and extra- and in-role performance. Accounting, Organizations and Society, 34(3-4), 305-321. https://doi.org/10.1016/j.aos.2008.11.002

Bandura, A. (2001) "Social Cognitive Theory: An Agentic Perspective" *Annual Review of Psychology*

https://doi.org/10.1146/annurev.psych.52.1.1, 52 (1) 1-26

Christensen, S (2014). "Management by walking around" *Managing People at Work*, 1(8), 34-41.

Dow, D., Samson, D. & Ford, S. (2019). "Exploding the myth: Do all quality management practices contribute to superior quality performance" *Production Operations Management*. 8(1), 1-27.

Gundersen, M.G., Heide, M & Olsson, U.H. (2016). Hotel guest satisfaction among business travelers: What are the important factors? Cornell Hotel and Restaurant. *Administration Quarterly*, 37(2), 72–81

Hefferman, N & Obadi A (2010). The impact of management practice to roaming on the effectiveness of decision-making in Jordanian universities, *Journal of the Faculty of Management and Economics*. 6(11), 62-100.

Jody, J & Reiter-Palmon, I.R (2004). The effects of type and level of personal involvement on information search and problem solving, *Journal of Applied Social Psychology*, 1(2), 56-89

Johnson, B. T., & Eagly, A. H. (2019). Effects of involvement on persuasion: A meta-analysis. *Psychological Bulletin*, 106(1), 290-314

Langley, R. (2006). Behavior management by walking around, Reclaiming Children and Youth: *The Journal of Strength-Based Interventions*. 13(1), 1-49.

Laural, A.W, Rumble, J.N & Rogers-Randolph, T (2019). Integrating personal involvement, goal orientation, and characteristics of innovations to inform fertilizer best practice video communications, *Journal of Agricultural Education*, 60(3), 47-61

Luthans F. & Youssef-Morgan C.M. (2017). Psychological Capital: An Evidence-Based Positive Approach. *https://www.researchgate.net/publication/312960414*

Mindtools.com. (2017). Management by Wandering Around (MBWA): Keeping Your Finger on the Pulse. *https://www.mindtools.com/pages/article/newTMM_72.htm* (retrieved on 14 May 2022).

Munusamyi, M., Chillial, M & Mun T (2010). Degree of management by walking around practices among vocational schools' principals in north province and its relation with level of achievement motivation for teachers, *Journal of Al-Quds Open University*. 2(6), 141-172

Nwachukwu, T (2009). Practicing management by walking around among the vocational school principals and its relationship with the degree of job performance among these school, *Alquds Open University Journal for Educational and Psychological Studies*, 2(6), 141-172.

Omar, D; Mohammed, O. E. & Zaroug, O. B. (2018). "Practicing management by walking around and its impact on the service quality" *International Journal of Commerce and Management Research*, 4(5); 45-55

https://www.researchgate.net/publication/327884631_Practicing_management_by

walking_around_and_its_impact_on_the_service_quality
(Retrieved on 12 May 2022)

Peters, T.J. & Robert, H.W (2012). *In search of excellence: Lessons from America's Best Run Companies*. New York: Harper and Row

Peters, T. & Waterman, N. (1982). *A passion for excellence: The Leadership Difference*, New York: Random House.

Petty, R. E., Cacioppo, J. T., & Schumann, D. (2013). Central and peripheral routes to advertising effectiveness: The moderating role of involvement. *Journal of Consumer Research,* 10(1), 135-146.

Philip, B.J & Hazlett, J. H. (2017). Welcome to the experience economy. *Harvard business review*, 76(1), 97-105.

Ricardo, A (2012). Reasons why MBWA could be your best management strategy yet, 2015. Management Effectiveness, https://clearconceptinc.ca/5-reasons-why-mbwa-could-be-your-best-management-strategy-yet/.

Serrat, O. (2009). "Managing by Walking Around." Knowledge Solutions pg. 321- 326 (1st edition, e-book) https://www.researchgate.net/pub

lication/318016170_Managing_by_Walking_Around (Retrieved on 14 May. 2022)

Shallah, W & Colleaques A. (2013). A study of the relationship between banking service quality and customer satisfaction in Algerian public banks, *International Journal of Science and Research (IJSR)*. 3(1), 272-278.

The Economic Times (2022). What is Management by Objectives? https://economictimes.indiatimes.com/definition/mbo (Retrieved on May 2nd 2022)

The Economic Times (2022). Management By Walking Around https://economictimes.indiatimes.com/definition/management-by-walking-around (English Edition) (Retrieved on 28th May 2022)

Wood, R & Bandura, A.(1989). "Social Cognitive Theory of Organizational Management" Academy of Management Review, 14(3) https://doi.org/10.5465/amr.1989.4279067

Zaichkowsky, J. L. (2016). Conceptualizing involvement. Journal of Advertising, 15(1), 4-14.

Zhang, G (2020). Discovering exceptional facts from knowledge graphs gezhang@google.com Google, Inc. Damian Jimenez damian.jimenez@mavs.uta.edu The University of Texas at Arlington Chengkai Li cli@uta.edu