

Effect of Management by Walking About on Employee Performance: A Survey of Teaching Hospital in South East Nigeria

Ugochukwu, Loveth Ngozi^{1*}, Mbah Paulinus Chigozie², Ukwuani, Bernard Okey³

¹Business Administration Department Faculty of Management Sciences Enugu State University of Science and Technology, Enugu, Nigeria

²Business Administration Department Faculty of Management Sciences Enugu State University of Science and Technology, Enugu, Nigeria

³Business Administration Department Faculty of Management Sciences Enugu State University of Science and Technology, Enugu, Nigeria

***Corresponding author**

Ugochukwu, Loveth Ngozi

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Abstract: The study was on the effect of management by walking about on employee performance a survey on public teaching hospitals in South-East, Nigeria. The specific objectives include to, Examine the extent to which applying management by walking about effect employees positive attitudes towards their work in public teaching hospitals in South- East Nigeria, ascertain the extent to which using management by working about by managers effect provision of employees with advice and guidance in public teaching hospitals in South-East Nigeria, determine the extent to which applying management by working about effect employee's individual capabilities in public teaching hospitals in South- East Nigeria. The research survey design was used. Out of a population of of27864 staff, 378 staff was sampled after applying the Freund and William's formula for the determination of adequate sample size. Out of 378 staffs sampled, 360 staff returned the questionnaire and accurately filled. That gave 95 percent response rate. The closed-ended questionnaire was utilized. The correlation coefficient (r). It gave a reliability coefficient of 0.97 which was also good. The data were analyzed using the Student's t-test for the statistical tool. The result showed that there is a positive effect of management by walking about on customer care in public teaching hospitals in South- East Nigeria ,f(n = 378)= 4332.659, P<0.05; that Management by walking about has positive effect on skill learning targets in public teaching hospitals in South-East Nigeria, f(n = 378)= 9916.271, P<0.05; The study concludes that the practice of management by walking about with this method assists in finding facts in improving communication, motivations, development and creativity and feedback on the organizational commitment of the employees. It was recommended that the hospital management and other organizations should be in harmony with the workers by holding regular meetings to sort out issues that should create problems in the organizations. The diversity of the staff should be empowered and with other rules and regulations without much ado.

Keywords: employee performance, teaching hospitals, management, communication, motivations.

INTRODUCTION

Background of the Study

Administration by walking around is has been observed as a method for communication between the manager and the staff based on the informal negotiation by using the decentralized management method and the trust in the employees which enhances the teamwork management by working about keeps space-time continuum between the manager and the employee [1]. 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 opinions, which supports work and achieve its objectives. Such visits break the barriers that may obstruct the communication between workers and the director through his interaction and continuous meeting with them and be talking with them which shows to workforce the attention and commitment of the director which drives them to respond to their Instructions. Eyad [2], Management by working about provides realistic and reliable evidence of senior management real interest and actual

commitment toward the employees and it does endeavor to address the problems they face during their work [3]. MBWA also works to configure views, opinions and beliefs of individuals about their organizations and encourage them towards a plausible action, create motivations for team operation, and maintain the method of defining the objectives that the Organization works to accomplish them with accuracy and simplicity, it also shows the most excellent ways and method that can be used to direct the Organization, help 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 [4]. MBWA has a visible effect on several aspects of 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 bear its openness to different views that would achieve the desired organizational goals [5]. To attain the right combination of functions and performance that yield competence within the organization, managerial leaders must communicate a clear link between the strategic vision and the service of employees. The need for communication pervades organizations and dialogue is an integral part of the leadership function of management. MBWA is a communication system in which managers communicate directly with workers to exchange information [6]. The free flow of communication between management and employees allow the manager to correlate the organizational vision to the task of employees and employees have the opportunity to take suggestions and obtain any clarification required to perform. Management involves looking ahead; deciding what needs to be accomplished and then helping people take necessary action to meet the best challenges of the future. Poor communication is often blamed for disagreement, errors, and misunderstandings in the workplace. To achieve organization success, managers must communicate the vision to employees. Therefore, a calculated idea of an organization is design to capture the imagination of the firms and stimulate their strive to achieve a higher goal. Often employees lose sight of the strategic vision creating a gap between objectives and employee performance. Management by working about facilitates communication between managers that are crafting the vision and employees responsible for executing the vision Langley [7]. Based on this, it has necessitated the study, the effect of management by walking about on employee performance: A survey of public hospitals in South East Nigeria.

Statement of the Problems

In the hospitals, it is recognized that development can be increased when managers with the

physical presence which sends a visible signal to the employees on duties. It keeps the employees on alert and be conscious of their work. This increases workers understanding that leadership values performance which in turn spurs workers to engage in the quality of behaviors that is required for process improvement. Management by working about involves managers to make continuous, learning-oriented visits to their hospital's frontlines to observe work and solicit employees or workers view. This assists in solving the problem because finding problems directly increase managements understanding of the difficulty, its negative impact and its causes, increasing their motivation and capacity to work with first contact staff and managers to resolve the issue.

The management by working about has been abandoned by the administration of the teaching hospitals in South East, Nigeria. There is condensed positive employee approach towards their work, lack of advice and guidance of the employee unable to observe the individual capabilities for enhancement in decision making, reduced facilitation of safety in the hospital by the management, lack of contact of staff with the hospital CEO about their problems and ideas. Debrief meeting is diminished where information gathered from the work system visits and safety forums.

The evidence of the above circumstances is shown on the low productivity of the staff, uncertain problems, long-time decision making, insufficient staff training, and lack of efficiency and effectiveness that may increase death rates and willingness of the patient to come to the hospitals. It is based on this that resulted in the study the effect of management by working about on employee performance in teaching hospital in South East, Nigeria.

Objectives of the Study

The broad objective of the study is on the effect of management by walking about on employee performance a survey on public teaching hospitals in South-East, Nigeria. While the specific objectives are to;

- Examine the effect of management by walking about on customer care in selected public teaching hospitals in South- East Nigeria.
- Evaluate the impact of management by walking about on skills learning targets in selected public teaching hospitals in South -East Nigeria.

Research Questions

- What is the effect of management by walking about on customer care in selected public teaching hospitals in South- East Nigeria?
- What is the effect of management by walking about on skills learning targets in selected public teaching hospitals in South -East Nigeria?

Research Hypotheses

- Management by walking about has no positive effect on customer care in selected public teaching hospitals in South- East Nigeria.
- Management by walking about has no positive effect on skills learning targets in selected public teaching hospitals in South -East Nigeria.

Significance of the Study

The study draws its importance from many areas; the study may be a crucial reference for academics and researchers on the topic of MBWA and its effects on organizational excellence, especially since the studies in this field are few. The results of it will profit the decision-makers to identify the effects of MBWA on organizational excellence, as MBWA is an essential indicator of development that contributes to improve the administrative work and avoid weaknesses. The fact that this study aids in providing the useful information on the importance and dynamics of organizational procedure excellence, so that the general public can advance from the results of this study that display the importance of organizational excellence, and what this process provide the success and progress of the organizations.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Management by Walking About

The management by walking about (MBWA), also management by walking around refers to a style of business management which involves managers walking about, in an unstructured manner, through the workplace(s), at random, to check with employees, equipment, or on the status of ongoing work. The emphasis is on the word walking about as an unplanned association within a workplace, rather than a plan where employees anticipate a visit from managers at more standard, pre-approved or scheduled times. Management by walking about is an unstructured technique to hands-on, direct involvement by the managers in the work-related affairs of their subordinates, in relation to firm and remote management. In MBWA training, managers spend a lot of their time making informal visits to the work area and listening to the employees. This work expects to gather subjective information, focus on recommendations and grumblings, and keep a finger on the beat of the association likewise called management by walking about [8]. A crucial part of being a good manager is in contact with your subordinates. For administration to work, you need to be aware of what is going on around you, and this is, mostly, what management by walking around is about. Although the idea of having management walk

amongst subordinates and talk to them face-to-face, had been used by managers and organizations for decades, the term 'Management by Walking Around' was popularized in the 1980s. The theory is both simple, yet often misunderstood. The method is mostly a management technique in which the managers walk around in an unstructured and unplanned manner amongst the employees. The objective is to cooperate with the subordinates and supervise their work, while they are performing it [9]. According to the proponents, this kind of interaction will permit the managers to better understand the issues, ideas, and concerns of the subordinates. This, in turn, will guarantee the administration can act on the findings accordingly. The theory is also referred to as Management by Walking about or MBWA [9]. The principal objectives the management must focus on to apply an MBWA strategy. First, the manager must take the time to stroll around the organization. While the method is based on spontaneous and non-planned interactions, the manager must consciously focus on getting up and away from the desk [9].

In a frantic work environment, it can be too easy to sit down and think about doing the rounds, later on, only to realize the day is over. The manager must build a system, where he or she is compelled to get up and talk to the employees on a regular basis. The manager must also ensure the walks are directed to areas directly under his or her command. You don't need the manager to walk around parts that don't involve him or her, but the manager must get walking amongst his or her subordinates [9]. MBWA mostly refers to managers taking time to listening to the problems and ideas of their staff, while walking about an office or plant. Description: Management by Walking about is a term coined by management.

Management by walking About of Customer Care

MBWA mostly refers to managers spending some part of their time listening to problems and ideas of their staff when walking about an office. Management by walking about (MBWA) is based on the notion that unscheduled "walks" around a business allows managers to see operations as they are and to communicate with employees on a more familiar and, often, more open level [10]. Management by walking about (MBWA) is when a manager or any advanced authority walks through the call center to participate in the work-related issues. It can also be to supervise contact handling and performance of agents. MBWA helps in the growth of the organization as managers walk in the base to understand qualitative issues, underrated/listen to suggestion and complain and so on. MBWA mainly refers to managers spending some part of their time listening to problems and ideas of their staff, while walking about an office or plant.

Management by walking about is a term coined by management guru Tom Peters. MBWA is an unstructured move towards keeping a touch on the pulse of the organization by collecting qualitative information and listening to suggestions and complaints. It is as much necessary for a big business manager to stay in contact with his subordinates to identify with or sympathize, as it is to watch the state of affairs of a business and take necessary actions, so that he may not only direct the overall performance in a way as wanted - producing the desired results, but also win the hearts of his people. This would lead a manager to get the things done by his subordinates to the best of their willingness [10].

It must be well-known that people, in common, be apt to react more willingly to being led if they are encouraged with the care and apprehension shown for them rather than just paying concentration to them. As it goes in this adage, "All things are easy that are done freely." In this way, for a manager being connected with people can be a significant factor in the success of the business. Here is why management by wandering or walking around is essential. Management by walking about – MBWA primarily refers to managers spending some part of their time listening to problems and ideas of their staff, while walking about an office or plant [11]. Management by walking about is a great motivational technique. This practice can lead to the more major action taking because it helps employees to split the vision of a manager and work accordingly and yet passionately. On the other hand, it enables the employees to be engaged in their work sincerely to makes them more productive. Along these lines, making a trip to chat with individuals (client) to get a sense concerning how they consider an association and function and to request thoughts that the issues might be understood and the enhancements be realized, is an awesome method to effectively manage the activities of a business and also individuals [11].

Management and by walking about and customer care is the demonstration whereby supervisor of the organization dealing with the client's needs by giving and conveying proficient, supportive, amazing administration and help previously, amid, and after the client's prerequisites are met. Personal presentation is about a person and how he presents himself in everyday situations. To the extent it is indispensable for an administrator to uncover himself as certain, accomplished, gifted and expert, it is likewise basic that he or she might be viewed as a man - not similarly as a manager. It is then just that the subordinates have a tendency to be more open to the thoughts, recommendations, and conclusions which thus can lead to take care of the current issues as well as to learn ahead of time of those issues that may move toward becoming issues. Thus, the custom of management by

walking around yields sustainable benefits in a business organization [11]. Performance criteria are standards for worker behavior at work. This criterion includes lots greater than how an employee does the work. Employees are rated regarding how properly that operates their jobs compared along a set concerning standards determined via the employer [12]. Employee performance is a crucial factor that contributes directly to the performance of the company. Companies today, with increased competition in the business arena, are keen to boost employee performance to develop their profitability, market reach, and brand recognition. Thus, HR managers and Quality managers have put particular stress on techniques to measure employee performance and periodically conduct review sessions to supervise it. The improved the overall performance review is, the more valuable the employee is for the business. Employee overall performance is defined namely whether a man or woman executes their work responsibilities then obligations well. Many groups determine their employee's overall performance about a yearly yet quarterly basis to discover genuine areas so necessity enhancement.

Performance is a significant factor in organizational achievement [13]. Usually, employee performance in any profession is gauged by different parameter that can be highly specific for simple as well as highly complex jobs, often correlating with the complication of the job description, job manual, and employment contract. Described as generically as possible, these parameters will include revenue generation (when this is measurable for the employee), customer/client satisfaction, costly or otherwise damaging incidents, work rate, error rates, another process of productivity, reliability, and initiative, attitudes and collaboration. Various HR consultation agencies offer an apt evaluation. Usually, employee performance in any occupation is gauged by multiple parameter that can be extremely specific for simple as well as highly complex jobs, often correlating with the complexity of the job description, job manual, and employment contract. Described as generically as possible, these parameters will include revenue generation (when this is quantifiable for the employee), customer/client satisfaction, costly or otherwise damaging incidents, work rate, error rates, other measures of productivity, dependability, and initiative, attitudes and teamwork. Various HR consultation agencies offer a quick assessment of employee performance, and many companies outsource their employee performance evaluation needs to them.

Usually, employee performance height is not an easy task, and companies need to plan it well to implement it well. If a company wants to measure the performance levels of all the employees in an organization, the owner requires proper planning with a

performance administrator. However, merely doing employee performance assessment is not enough - it should be followed up by mentoring and grooming sessions. Most of the organizations conduct a seminar for this. The best exercise to augment the input of employees in a corporation is the reprimand followed by support policy. It should also be noted that the accomplishment of a worker also depends on the link they share with the company, so it is as well vital for a company to motivate and groom an employee to get the best results [13].

Teaching hospital is a hospital/medical center that provide medical education and training to future and current health professionals. Teaching hospitals are often affiliated with medical schools and work closely with medical students throughout their period of enrollment, and especially during their clerkship (internship) years. In most cases, teaching hospitals also offer Graduate Medical Education (GME)/physician residency programs, where medical school graduates train under a supervising (attending) physician to assist with the coordination of care [14]. A teaching hospital is affiliated with a hospital, is used to train doctors, and often is involved in research. At a teaching hospital, you may encounter medical students in their final years of study to effectively study. You might also face fellows or residents who have graduated from medical school and are being trained in a specific area of medicine before they go on to their practices.

Some teaching hospitals have other students as well, such as nursing students. Others strictly direct students who are in training in the clinic with more knowledge. In teaching hospital, a group of physicians might care for a patient. This means that children could be seen and examined by several diverse people. Some wards like this because they feel that their child is thoroughly tested, but others don't like having so many physicians concerned [15]. Teaching hospital differs from others because it undertakes to instruct student doctors and so in most places in the wards and clinics; there will be students present. In most cases, they recognize that the best way to learn is by experience and so don't refuse. The standard of care in a teaching hospital is often considered to be superior to that of others without students as they attract the very best of the lecturers. This is not necessarily the case, but it has to be acknowledged that teaching hospitals are frequently better funded and are indeed more apt to be at the very cutting edge of technical information.

Teaching hospitals are mostly found in large towns and are associated with either a university offering medicine or a devoted medical school. The students in the hospital may be attending for their whole way or might be there on secondment because the hospital concerned is a center of excellence in a

particular discipline which is not obtainable in their home school; urology, perhaps or even a specific branch of oncology. When choosing a medical school, it is essential to check out the teaching hospitals where you might be doing your practical hands-on work, to make sure it offers what you want, or you may find that you will have to study elsewhere for a while. Some hospitals may teach just one discipline, especially if they have recently upgraded their amenities and in these cases, the patients may remain unaware of the hospital's teaching status if they are there for other reasons. Typically, the discipline is something entirely separate from others, such as obstetrics, gynecology or dentistry and in these cases; the student body will regularly modify as the different cohorts move on. In cases such as these, the hospital may take on more challenging situations. This is for two main reasons; firstly, this is so that the students will get a range of conditions to study and secondly it will be because it is more than likely that the quality of the consultant level doctors is unusually high, attracted there by possibility to teach the next generation of medical practitioners [16].

Management by Walking About and Employees Attitude to work

Employees play a significant role in the dynamics of a small business work environment. If you're a productive employee with a correct attitude who exhibits proficient behavior, you can help the company to succeed and further your career. If there is a feeble disposition, are unconcerned about the success of your employer, and you display hostility toward management, colleagues, and consumers, you can harm the company and risk your career. Customers often view the behavior of an organization's employees as representative of how the business owner runs his company. A worker who goes takes extra effort to help a customer fix a problem can create an image in the consumer's mind that a company is helpful and efficient. On the other hand, a customer who has to wait for service and is ultimately attended to by a worker with a sick or indifferent attitude may walk away with a negative image of the company. Before applying for a position, make sure the skills and ability to provide the service levels are being requested. If you are interacting with colleagues, clients, and managers, it's essential that you have solid interpersonal skills. Being able to communicate, resolve problems and work with others effectively can create a positive and creative work environment. Employees who exhibit behavioral problems, such as being anti-social or non-communicative, can be a distraction in the workplace. Not only can this type of behavior cost your employer customers, but it can also demoralize the morale of colleagues, as well [17]. Employees often represent their company's image on and off the job. For example, if you attend a business forum and fail to show up for presentations, display public intoxication, or are

otherwise unprofessional, that behaviour can reflect poorly on both you and your business. Understand that your actions are reflective of your organization as a whole and behave accordingly [17]. The most important function of a manager in an organization is to develop a clear and compelling picture of the future and to secure commitment to that ideal.

Theoretical Framework

The theoretical framework of the study was provided by Equity theory and McClelland's theory of Needs.

Equity Theory

In 1963, John Stacey Adams introduced the idea that fairness and equity are vital components of a motivated individual. Equity theory is based in the sense that fairness motivates individuals, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to reach their alleged equity. Adams suggested that the higher an individual's perception of fairness, the more motivated they will be and vice versa: if someone perceives an unfair environment, they will be de-motivated. The most straightforward means to see the equity theory at work, and perhaps the most usual way it does impact employees, is when colleagues evaluate the work they do to someone else that gets paid more than them.

McClelland's Theory of Needs

McClelland's theory of needs is one such theory that explains this process of incentive by breaking down what and how requirements are and how they have to be approached. David McClelland was an American Psychologist who developed his theory of needs or Achievement Theory of Motivation which revolves around three significant aspects, namely, Achievement, Power, and Affiliation. This theory was established in the 1960's, and McClelland's points out that despite our age, sex, race or customs, all of us possess one of these needs and are driven by it. This theory is also known as the Acquired Needs as McClelland put forth that the specific needs of an individual are acquired and shaped over time through the experiences he has had in life. Psychologist David McClelland advocated Need theory, also famous as Three Needs Theory. This motivational theory states that the needs for achievement, power, and affiliation significantly control the behavior of an individual, which is useful to understand from a managerial context [17].

This theory can be considered an extension of Maslow's hierarchy of needs. Per McClelland, every individual has these three types of motivational needs irrespective of their demography, culture or wealth. These motivation types are driven by real-life experiences and the views of their nation. The need for

achievement as the name itself suggests the urge to achieve something in what you do. If you are a lawyer, it is the need to win cases and be recognized, if you are a painter it is the need to paint a famous painting. It is the need that drives a person to work and even struggle for the objective that he wants to achieve. People who possess high achievement needs are people who always work to surpass by mainly avoiding low reward low-risk situations and challenging to attain high-risk situations.

Base on the study, people, avoid low-risk situations because of the lack of a real challenge and their understanding that such achievement is not authentic. They also avoid high-risk situations because they perceive and understand it to be more about fortune and chance and not about one's effort. The more the achievements they make, the higher their performance because of higher levels of motivation. These people find innovative, smart ways to achieve goals and consider their success a better compensation than financial ones. They take calculated decision and always appreciate feedback and regularly works alone. The individuals motivated by needs for achievement usually have a strong desire of setting up ambitious objectives and accomplishing them. Their preference is to work in the result oriented work environment and always appreciate any feedback on their work. Achievement based individuals take calculated risks to reach their goals and may avoid both high-risk and low-risk situations. They often prefer working alone. This personality type believes in a hierarchical structure derived primarily by work-based achievements. The need for power is the desire within a person to hold control and authority over another person and control and change their decision by his own needs or wants. The need to improve their self-Esteem and reputation drive these people, and they desire their views and ideas to be acknowledged and implemented over the opinions and beliefs over others. These people are influential leaders and can be best appropriate for leading positions. They either belong to Personal or Institutional power motivator groups. If they are a personal power motivator, they would need to control others, and an institutional power motivator seeks to lead and coordinate a team towards an end.

The individuals motivated by needs for power have a desire to control and influence others. Competition motivates them, and they enjoy winning arguments. Status and recognition is something they aspire for and do not like being on the losing side. They are self-disciplined and expect the same from their peers and teams. They do not mind playing a zero-sum game, where, for one person to win, another must lose, and collaboration is not an option. This motivational type is accompanied by needs for personal prestige, and betterown status. The need for affiliation is urging of a person to have interpersonal

and social relationships with others or a particular set of people. They seek to work in groups by creating friendly and lasting relationships and has the urge to be liked by others. They tend to like collaborating with others in competing with them and usually avoid high-risk situations and uncertainty [17].

The individuals motivated by needs for affiliation prefer being part of a group. They like spending their time socializing and maintaining relationships and have a strong desire to be loved and accepted. These individuals stick to fundamentals and play by the books without feeling a need to change things, primarily due to a fear of being unwanted. People in this group tend to adhere to the norms of the culture in that workplace and typically do not change the standards of the workplace for fear of rejection. Collaboration is the way to work for the competition remains secondary. They are not risk seekers and are more careful in their approach. These individuals work efficiently in roles based on social communications, for instance, client service and other customer communication positions, McClelland's theory can be applied to manage the corporate teams by being identifying and categorizing every team member amongst the three needs. Knowing their attributes may indeed help to manage their expectations and running the team efficiently.

Empirical Review

Eyad [2] conducted a study on the impact of management by walking around (MBWA) On Achieving Organizational Excellence among Employees in Arab Potash Company. This study expected to examine the impact of MBWA organizational excellence Employees in Arab Potash Company. A questionnaire was structured 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 MBWA dimensions upon the organizational excellence which explains (56.9%) of disparity in the dependent variable (organizational excellence). The study recommended the policy of establishing the atmosphere and regulatory environment conducive and supportive of corporate 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.

Tucker and Singer [10] conducted a study on the effectiveness of management by walking around: a randomized field study, Harvard. Management-by-walking-around (MBWA) is a broadly adopted technique in hospitals that involves senior managers directly observing frontline work. However, few studies have carefully examined its impact on

organizational outcomes. This study examines an enhancement program based on MBWA in which senior managers study frontline employees, solicit ideas about improvement opportunities, and work with staff to resolve the issues. The study randomly selected hospitals to implement the 18-month-long, MBWA-based improvement program; 56 work areas participated. Results suggest that prioritizing easy-to-solve problems was related with improved performance. The study also finds that assigning to senior managers responsible for ensuring that issues identified get resolved resulted in healthier performance. The study suggested that senior managers' physical presence in their organizations' front lines was not helpful unless it enabled active problem-solving.

AL Shra'ah, Mohammed, Husam and Ishaq [1] conducted a study on the Practicing Management "By Walking Around" and Its Impact on the Organizational Commitment in the Jordanian Hospitals. This study aimed at showing the role of practicing management "by walking around" on the organizational obligation in the Jordanian hospitals among doctors and nurses. The sample of the study consisted of (106) male and female doctors, and (440) male and female nurses who work in public and private hospitals in Jordan. A questionnaire was developed to evaluate the variables of the study which consists of (71) items; (35) items which measure practice management "by walking around" and (15) items to measure the organizational commitment. Means, standard divergence, and multiple deterioration tests were used to answer the questions of the study and test its hypothesis. The main results of the study are as follows:- The level of the doctors and nurses' practice of management "by walking around" in the Jordanian was medium.- The level of the organizational commitment of the doctors and nurse was intermediate. There was a statically significant impact for practicing management "by walking around" on the organizational commitment of the doctors and nurses at the Jordanian hospitals. In the light of the study results, the study presented a set of recommendations: Encourage the doctors and nurses to practice management "by walking around," and to collaborate with the managers to make the work successful. In addition to providing the individuals (employees) with tuition programs that help them to improve their skills in practicing management "by walking around" which enhances making relations based on the shared respect and trust amid the manager and the employees.

Ani [6] conducted a study on the Staff mix and patient outcome in state and federal teaching hospitals in Enugu State, Nigeria. This descriptive survey study that was comparative examined the staff mix and patient issue in the state and national teaching hospitals in Enugu State. The study aimed to determine

the staff mix of 10 health care providers in surgical units of ESUT and UNTH, evaluate the staff mix of the health providers, find out the outcome of care in surgical units of ESUT and UNTH, and evaluate the result of care in surgical units of both hospitals. The study population consisted of 1805 [doctors and nurses] working in the surgical unit of ESUT Park-lane Enugu and UNTH Ituku/Ozalla. Data collection Performa and questionnaire were used to collect staff demographic characteristics and patient outcome in both health institutions. Data from surgical units were compared. The findings revealed that UNTH has some staff [90 doctors & 95 nurses]. The finding suggests that more senior staff should be assigned to shift duty. Staff with specialty training should be deployed to surgical units. Those already in the unit should be allowed to receive training on medical-surgical nursing, wound care nurse and intensive care nurse and maternal and child health.

Banabo and Igweh [18] carried out a study on the managing industrial disputes in the Nigeria Teaching Hospitals: An Empirical Analysis. Conflicts will always exist in any system whether they are family, friends, organization, or government. The only critical element is how to handle disagreement to a realistic extent, such that either parties or any will not feel cheated or undermined in any way. The industrial dispute follows the same pattern. In Nigeria, particularly, an industrial dispute has taken an unprecedented percentage since independence and a geometric level in the 1990s and 2000s. The general principle surrounding this study gives Management of Teaching hospitals some fundamental skills that will enable them to handle Industrial Dispute in other not to allow the negative predicament of an industrial dispute. Using the University of Nigeria Teaching Hospital (UNTH) as a case, we dispersed questionnaires to Management staff, Non-management staff, and Resident Doctors. After analysis, the results showed that numerous factors are responsible for the persistent strikes in the hospital, chief of which is management inability to honor promises made during negotiation, poor infrastructure and working facilities, and reduced payment. Hence, the study recommends that a well-designed conflict management system/structure must be put in place in Teaching Hospitals among others. The study adopted the tabular method in presenting data, while Chi-square was used to test the hypothesis stated.

Archibong [19] conducted a study on the leadership styles of nurse managers and nurse's job satisfaction in University of Nigeria teaching hospital Enugu. This study examined nurse managers' leadership styles and their relationship with the job satisfaction of nurses at the University of Nigeria

Teaching Hospital, Ituku/Ozalla, Enugu. The exact objectives included establishing the

Perceived leadership styles (Transformational, Transactional, and Laissez-faire) utilized by nurse managers in University of Nigeria Teaching Hospital (UNTH); decide the level of job satisfaction of nurses in UNTH, and to assess the connection between leadership styles and job satisfaction of nurses in UNTH. Three hypotheses were formulated to direct the study. Related literature was reviewed under abstract review and empirical studies. No experimental, descriptive correlation research design was adopted for the study. A validated questionnaire was used to administer the instruments to 228 respondents from which 205 correct responses were analyzed using descriptive and inferential statistics. The study showed that the job satisfaction for the study participants was above average (60%). The study concludes that the enclosure of nurses at all levels of policy formulation at the hospital level, and improvement in reward structure to motivate proactive nurses was suggested.

Muhammad and Peter [20] conducted a study on the impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. The study reports the findings of a study examining the impact of managers' leadership styles on subordinates' performance. The impact of leadership styles on employee performance outcomes is explored theoretically and tested empirically in the Pakistani banking sector. The sample of the study consisted of 224 full-time employees in the banking sector of Pakistan. Findings of this study revealed that there exists a significant relationship between transformational leadership and employee performance outcomes. However, laissez-faire leadership style showed the negative correlation with employee performance outcomes regarding efficiency and employee satisfaction. The banking industry in Pakistan is prone to numerous challenges including employee income. The model presented in the study will be helpful for the human resource managers and top management to design efficient leadership development programs. The study concludes that the HRD department can be recognized and HRD professionals can be hired to aid the managers in organizing training and development programs. Further, it may help to design strategies to satisfy, retain and motivate the employees. Also, it will help the managers decide, which leadership style they should choose regarding outcomes.

Summary of Empirical Review

The table below shows the rundown of the empirical review of the previous study of the related work

Authors	Year	Objective	Methodology	Findings
Ala'Eddin and Al-Borie	2012	To examine the impact of internal marketing on job satisfaction and organizational commitment of the teaching hospitals in the Kingdom of Saudi Arabia	Multiple regression analysis	The study showed that internal marketing (selection and appointment, training and development, organizational support, incentives and motivation, and retention policy) had a positive effect on Saudi teaching hospitals physicians' job satisfaction, and organizational commitment
Eze	2012	To recognize the effect of poor planning on the administration in small-scale business	Descriptive survey method	The study showed mostly that there is evidence to prove that poor planning affects the management in small-scale business.
Eyad	2012	To investigate the impact of MBWA organizational excellence Employees in Arab Potash Company.	Statistical package for social sciences	The study shows that there is an impact of M BWA dimensions upon the organizational excellence
Banabo and Igweh	2014	to manage dispute to a reasonable extent	Tabular method	The study shows that several factors are responsible for the incessant strikes in the hospital
Archibong	2014	determine the level of job satisfaction of nurses in UNTH	Descriptive and inferential statistics	The study shows that the job satisfaction for the study participants was above average
Ani	2014	To determine the staff mix of 10 health care providers in surgical units of ESUT and UNTH,	Descriptive survey	The study shows that UNTH has a number of staff [90 doctors & 95 nurses].
Muhammad and Peter	2016	To examine the impact of managers' leadership styles on subordinates' performance.	Survey Research design	The study revealed that there exists a significant relationship between transformational leadership and employee performance outcomes

Source: Field Survey, 2018

METHODOLOGY

The study used the survey approach. The study based on the effect of management by walking about on employee performance: a survey on communal teaching Hospitals in South- East Nigeria. The Researcher obtained data through the use of a questionnaire and private interviews. The area of study includes Imo State University teaching hospital Orlu (IMSTH), Enugu State University of Science and Technology Teaching Hospital Parklane, Enugu, Abia State University Teaching Hospital (ABUTH), Anambra State University Teaching Hospital (ANSUTH) and Ebonyi State University Teaching Hospital (ABSUTH) Abakaliki. The primary sources were a personal interview and the administration of a questionnaire to the management and staff of the hospitals. Out of a population of 27864 staff, 378 staff was sampled. The sample size of 378 was selected after applying the Freund and William's formula for the

determination of sufficient sample size. Out of the staff sample, 360 staff returned the questionnaire and correctly filled. That gave 95 percent response rate. The closed-ended questionnaire was utilized. The validity of the device was tested using content analysis, and the result was excellent. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.97 which was also good. The data were analyzed using students T-test for the statistical tool.

Distribution, Presentation Analysis and Interpretation of Data

In this section, data relating to the study were presented, analyzed and interpreted using a Likert scale. However, this section commenced with the Table 4.1 presentation and responses of research question one.

Table-1: Responses to Research Question One: What is the effect of management by walking about on customer care in selected public teaching hospitals in South- East Nigeria

		5 SA	4 A	3 DA	2 SDA	1 SD	$\sum f\kappa$	$\bar{\kappa}$	Std.D	Decision
1.	The staff areas safety weakness is reduced by MBWA	860 172	324 81	54 18	98 49	40 40	1376 360	3.82	5.5	Agree
2.	The organizational climate is improved by speaking on the managers directly	715 143	368 92	132 44	118 59	22 22	1355 360	3.76	4.8	Agree
3.	MBWA helps to shed cross-discipline insight into work done in the hospital	800 160	336 84	123 41	104 52	23 23	1386 360	3.85	5.2	Agree
4.	Managers authorize workers to spend time on resolution efforts	785 157	308 77	153 51	114 57	18 18	1378 360	3.83	5.2	Agree
5.	The forum to solve improvement ideas in the hospital	740 148	324 81	141 47	114 57	27 27	1346 360	3.7	4.7	Agree
	Total grand mean and standard deviation							18.96	25.4	

Source: Field Survey, 2018

From table 4.1, it was agreed that the staff areas safety weakness is reduced by MBWA with a mean score of 3.82 and a standard deviation of 5.5. Organizational climate is improved by speaking on the managers directly with a mean score of 3.76 and a standard deviation of 4.8, MBWA helps to shed cross-discipline insight into work done in the hospital with a

mean score of 3.85 and standard deviation of 5.2, It was agreed that managers authorize workers to spend time on resolution efforts with a mean score of 3.83 and 5.2 standard deviation, there is a forum to solve improvement ideas in the hospital with a mean score of 3.7 and a standard deviation of 4.7.

Table-4.2: Responses to Research Question Two: What is the effective management by walking about on skills learning targets in selected public teaching hospitals in South -East Nigeria

		5 SA	4 A	3 DA	2 SDA	1 SD	$\sum f\kappa$	$\bar{\kappa}$	Std.D	Decision
6	The employees expressing their views directly to the manager and get advice	635 127	496 124	75 25	64 32	51 52	132 360	3.67	4.9	Agree
7.	The employees get the immediate assistance of their boss through MBWA	655 131	480 120	60 20	68 34	55 55	1318 360	3.66	4.9	Agree
8.	The advice and guidance of MBWA provides organizational excellence in the hospitals	630 126	524 131	72 24	94 47	32 32	1352 360	3.76	4.9	Agree
9	The conferences and workshops are reduced by MBWA	630 126	520 130	66 22	100 50	32 32	1348 360	3.74	4.9	Agree
10	The educating employees in the organization with the goals becomes easier through MBWA	625 125	548 137	69 23	90 45	30 30	1362 360	3.78	4.9	Agree
	Total grand mean and standard deviation							18.61	24.5	

Source: Field Survey, 2018

From table 4.2: it indicates that employees expressing their views directly to the manager and gets advice with a mean score of 3.67 from the respondents and a standard deviation of 4.9, The employees get

immediate assistance of their boss through MBWA with 3.66 of mean score and standard deviation of 4.9, there is advice and guidance by MBWA provides organizational excellence in the hospitals with 3.76

mean score and 4.9 standard deviation, 3.74 agree to indicate average supports that Conferences and workshops are compact by MBWA with standard variation of 4.9, there is educating employees in the organization with the goals becomes easier through MBWA with mean score of 3.78 and a standard deviation of 4.9 agreed.

TEST OF HYPOTHESES ONE

The study has two (2) hypotheses which were tested with the aid of a special package for social sciences (SPSS) the hypothesis was tested using regression techniques of student t-test. Hence this segment begins with testing of hypothesis one.

THE STUDENT’S T-TEST

The test is carried out, to check for the only significance of the variables. Statistically, the t-statistics of the variables under contemplation is interpreted based on the following statement of the hypothesis.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Test of Hypotheses One

H0: Management by walking about has no positive effect on customer care in selected public teaching hospitals in South- East Nigeria.

H1: Management by walking about has a positive effect on customer care in selected public teaching hospitals in South- East Nigeria.

Level of significance = α at 5% = $\frac{0.05}{2} = 0.025$

Degree of freedom: n-k

Where n: sample size.

K: Number of the parameter.

$360-5 = 355 = 1.960$

The calculated value for the t-test

The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	5.778	± 1.960	Significant
ROCISMD	3.789	± 1.960	Significant
MBWAHSCIWDH	13.494	± 1.960	Significant
RMAWSTRE	-1.419	± 1.960	Non-Significant
RFSIIH	.434	± 1.960	Non-Significant

The t-statistics are used to test for particular significance of the approximated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that the Staff Area's Safety Weakness is reduced by MBWA, that Organizational Climate is improved by speaking on the managers directly, that MBWA helps to shed cross-disciplinary insight into work done in the hospitals. On the other hand, the following parameters were statistically non-significant; therefore we disagree that Managers authorize workers to spend time on

resolution efforts, that the Forum to solve improvement ideas the hospitals.

TEST OF HYPOTHESIS TWO

H0: Management by walking about has no positive effect on skills learning targets in selected public teaching hospitals in South -East Nigeria.

H1: Management by walking about has a positive effect on skills learning targets in selected public teaching hospitals in South -East Nigeria.

The calculated value for the t-test

The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	-.782	± 1.960	Non-Significant
REIABMBWA	2.063	± 1.960	Significant
RAGMBWAOEH	11.137	± 1.960	Significant
RCWRMBWA	6.987	± 1.960	Significant
REEOGBEMBWA	-2.197	± 1.960	Non-Significant

The t-statistics are used to test for personal significance of the estimated parameters. From the table above, we can infer that the following parameters

were statistically significant, we now agree that employees get the immediate assistance of their boss through MBWA, that the advice and guidance by

MBWA provide organizational excellence in the hospitals, that the conferences and workshops are concentrated by MBWA.

On the other hand, the following parameters were statistically non-significant; therefore we disagree that the employees are expressing their views directly to managers and gets advice, that educating employees in the organization with the goals becomes easier through MBWA.

DISCUSSION OF FINDINGS

Discussion of findings made in the study was done according to the hypothesis. Hence the discussion begins with hypothesis one which states that management by walking about has no positive effect on customer care in selected public teaching hospitals in South- East Nigeria.

It was observed that employees in public teaching hospitals felt secure as the managers, supervisor walks about showing that every work is essential and each worker is reliable. The observation of the work process and relating to the employees by the management increases motivation and ability to work. The result supported the above assertion, f -calculated {4332.659} is greater than the f -tabulated {2.2875}, that is, f -cal > f -tab. Therefore, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are concurrently significant. We now conclude from the analysis that Applying management by Walking about has a positive effect on Employees positive attitude towards their work in public teaching hospitals in south-east Nigeria.

From the result, f -calculated {9916.271} is greater than the f -tabulated {2.2875}, that is, f -cal > f -tab. Hence, we reject the null hypothesis {H₀} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are at once significant. We now conclude from the analysis that using management by walking about by managers has a positive effect on the provision of employees with advice and guidance in public teaching hospitals in south-east Nigeria. The advice and guidance as the managers walk about give immediate interventions in some problems with the staff. It acts and quickens solution to issue that concerns staff and their ward or patients in the hospitals. Resolving the problem by MBWA may generate an organizational capability for improvement that reduces the cost of future improvement efforts creating a positive dynamic [21].

From the result, f -calculated {2144.250} is greater than the f -tabulated {2.2875}, that is, f -cal > f -tab. Hence, we discard the null hypothesis {H₀} and

admit Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that applying management by walking about helps to identify the employee's individual's capabilities in public teaching hospitals. The employee's competencies and capabilities are identified in the teaching hospitals by MBWA. This creates a room for management to fast identify lapses, the area of promotion of the employees or termination. The staff weakness and strengths are identified. It further encourages employees to work hard.

CONCLUSION

The management walking about (MBWA) facilitates the employee's positive attitude towards their work, provides advice and guidance to employees for quicker solving of problems and the individual capabilities identified during walking about helps in the action implementation. Therefore, the practice of management by walking around with this method assists in finding facts on improving communication, motivations, development and creativity and response on the organizational commitment of the employees.

RECOMMENDATIONS

The public hospital management and other organizations should be in harmony with the workers by holding regular meetings to sort out issues that should create problems in the organizations.

The multiplicity of the workforce should be encouraged and with the same rules and regulations without disparity. Subject Managers and staff to periodic training on Diversity, its management, and importance. Provide job openings in different venues to attract a diverse workforce. Put in place job descriptions that will include all types of applicants and should in no way discriminate.

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