

Management by Walking Around as an Approach to Improving Organizational Excellence in Media Institutions

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Abstract: The current study investigates the extent of the contribution of five facets of management by walking around (MBWA) — discovering facts, communication, motivation, creativity, and feedback — to improving organizational excellence in media institutions in the Sultanate of Oman. Especially as these institutions suffer from a lack of communication and interaction between their management and their employees. The descriptive analytical approach was used in this study. Using a simple random sampling technique, data were collected using a questionnaire from 260 respondents working as administrative staff in three media institutions: The Directorate General of Media, the Omani News Office in Dhofar Governorate, and the General Authority for Radio and Television. To test the study hypotheses, the data were analyzed using Structural Equation Modeling (SEM) by AMOS software. The results revealed that, of the five facets investigated, three dimensions of MBWA (namely discovering facts, communication, and feedback) have a positive and significant impact on organizational excellence, while motivation and creativity do not appear to affect organizational excellence. This study, therefore recommends working to create a supportive environment for applying MBWA in media institutions and educating managers in these media institutions on the importance of MBWA through workshops, training courses, and conferences to reach excellence in these institutions.

Keywords: Management by Walking Around, Organizational Excellence, Media Institutions, Sultanate of Oman.

الإدارة بالتجوال كمدخل لتحسين التميز المؤسسي في المؤسسات الإعلامية

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الملخص: هدفت الدراسة إلى التعرف على مدى مساهمة خمسة أبعاد للإدارة بالتجوال MBWA هي: (اكتشاف الحقائق، والتواصل، والتحفيز، والإبداع، والتغذية المرتدة) في تحسين التميز المؤسسي في المؤسسات الإعلامية في سلطنة عمان. خاصة أن هذه المؤسسات تعاني من غياب التواصل والتفاعل بين إدارتها وموظفيها. وقد تم الاعتماد على المنهج الوصفي التحليلي، وتم اختيار عينة عشوائية

بسيطة، وتم جمع البيانات من خلال استبانة تم توزيعها على (260) موظفاً إدارياً يعملون في ثلاث مؤسسات إعلامية هي: (المديرية العامة للإعلام، ومكتب الأخبار العماني في محافظة ظفار، والهيئة العامة للإذاعة والتلفزيون). ولاختبار فرضيات الدراسة تم تحليل البيانات باستخدام نمذجة المعادلات الهيكلية (SEM) بواسطة برنامج AMOS. حيث أظهرت النتائج أن ثلاثة أبعاد فقط من بين الأبعاد الخمسة للإدارة بالتجوال وهي: (اكتشاف الحقائق، والتواصل، والتغذية الراجعة) لها تأثير إيجابي ومعنوي على التميز المؤسسي، في حين أن البعدان الآخران وهما: (التحفيز، والإبداع) لم يؤثر على التميز المؤسسي. وبناء على ذلك توصي هذه الدراسة بضرورة العمل على تهيئة بيئة داعمة لتطبيق الإدارة بالتجوال في المؤسسات الإعلامية، وثقيف المديرين في هذه المؤسسات الإعلامية حول أهمية MBWA من خلال ورش العمل والدورات التدريبية والمؤتمرات للوصول إلى التميز في هذه المؤسسات.

الكلمات المفتاحية: الإدارة بالتجوال، التميز المؤسسي، المؤسسات الإعلامية، سلطنة عمان.

Introduction

Research on media institutions has expanded significantly in past years. The media is expected to perform a variety of roles, from its informative role to its role of creating a market of opinions and ideas, for developing media performance and enhancing excellence in audio and visual media. Among different management techniques, management by walking around (MBWA) has emerged (Peters and Austin, 1994). MBWA represents an integrated administrative system based on the presence of managerial leaders at frontline sites and using their personal abilities to conduct interviews instead of relying entirely on electronic means of communication; to talk to employees to discover any shortcomings and address them; to identify employees' individual abilities and achievements; to discuss employees' ideas and problems; and to try to know what is going on in the field (Peters and Waterman, 1982). Durrah, Eltigani, and Bilal (2018) indicate that the topic of management by walking around gained more attention from management scholars in the late nineties and the twenty-first century.

Serrat (2009) defined MBWA as a management technique that concentrates on human relations, open assessment, and knowledge, which are important for developing work and high performance. Serrat (2017) indicates that MBWA was practiced in 1973 at Hewlett Packard by Bill Hewlett and Dave Packard; after that it was popularized by Tom Peters and Robert Waterman in the early 1980s because, at that time, managers were isolated from employees and needed to physically go to workplaces to know what was actually happening. In contrast, today's organizations rely on electronic techniques that facilitate communication between managers in their offices and employees in workplaces through e-mail, video conferencing, and the internet (Qeed, 2015). Management by walking around emphasizes the importance of open appreciation, recognition, and interpersonal contact; it is one of the most important ways to improve performance in the workplace (Serrat, 2017). As the development of performance is considered a way to organizational excellence (Durrah, Alhamoud, and Khan., 2016; Mohan and Gomathi, 2014; Serrat, 2017), it can be argued that MBWA holds the key to improving human force productivity (Shirvani and Iranban, 2013), overall performance (Kiitam and Tammaru, 2012), outstanding leadership (Musa and Tulay, 2008), the creation of organizational culture (Al-Dhaafri, Al-Swidi, and Al-Ansi., 2016; Zgodavova, Hudec, and Palfy., 2017), and other features of organizational excellence (Durrah et al., 2016).

Organizational excellence is one of the most important concepts in management that can enhance the ability of the organization to achieve continuous and long-term success, and it ensures that all organizational systems in institutions are compatible and working together (Nenadál, Vykydal, and Waloszek, 2018). MBWA is one of the modern management techniques for improving performance in organizations in general, including leadership and excellence (Almasri, 2015; Rawashdeh, 2012).

However, review of prior research on management by walking around (e.g., Amsbary and Staples, 1991; Emmons, 2006; Frase and Hetzel, 2002; Jones, 2001; Mears, 2009; Peters and Austin, 1985; Streshly, Gray, and Frase, 2012) shows that the link between MBWA and organizational excellence still requires more attention.

Therefore, this study aims to offer an answer to the insufficiently addressed question in the literature of MBWA and organizational excellence: Does management by walking around lead to organizational excellence?

Altogether, this study is conducted to offer a more holistic understanding of the concept of management by walking around, aspiring to offer greater conceptual clarity of it, and exploring how it could be a gateway to improving organizational excellence in companies, specifically within the context of Omani media institutions.

Study Problem

The great competition between organizations, which exceeded the regional borders, led these organizations to seek to introduce advanced systems, and to adopt new ideas and trends, which give organizations the status of modernity and development. Based on these data and from the real conditions of the working environment of media institutions, they have suffered from these changes and challenges, which may develop and be exacerbated when senior management is in complete absence from the internal reality, and in the lack of communication and interaction between managers and employees, it may thus constitute an obstacle to achieving organizational excellence. Accordingly, the study problem can be determined by asking the following question: What is the role of management by walking around (MBWA) in improving organizational excellence in media institutions in Oman?

The Importance of Study, its Objectives, Hypotheses, and Model

The theoretical importance of this study is that it touches on one of the organizational concepts, which is management by walking around, which is one of the important topics in new administrative thought, based on modern administrative trends in this field. As for the practical importance of this study, it stems from being looking at the degree of MBWA practice and its role in improving organizational excellence in Omani media institutions, which may help the relevant authorities in these institutions to raise the level of effectiveness and efficiency in these institutions to enable them to respond to competition from other organizations, both within society in which there or outside.

The main objective of the current study is to determine the contribution of facets of management by walking around (Discovering Facts, Communication, Motivation, Creativity, and Feedback) to improving the organizational excellence in media institutions in Oman

Based on the preceding reviews, the following hypotheses have been constructed:

H1: Discovering facts (in MBWA) has a significant influence on organizational excellence.

H2: Communication (in MBWA) has a significant influence on organizational excellence.

H3: Motivation (in MBWA) has a significant influence on organizational excellence.

H4: Creativity (in MBWA) has a significant influence on organizational excellence.

H5: Feedback (in MBWA) has a significant influence on organizational excellence.

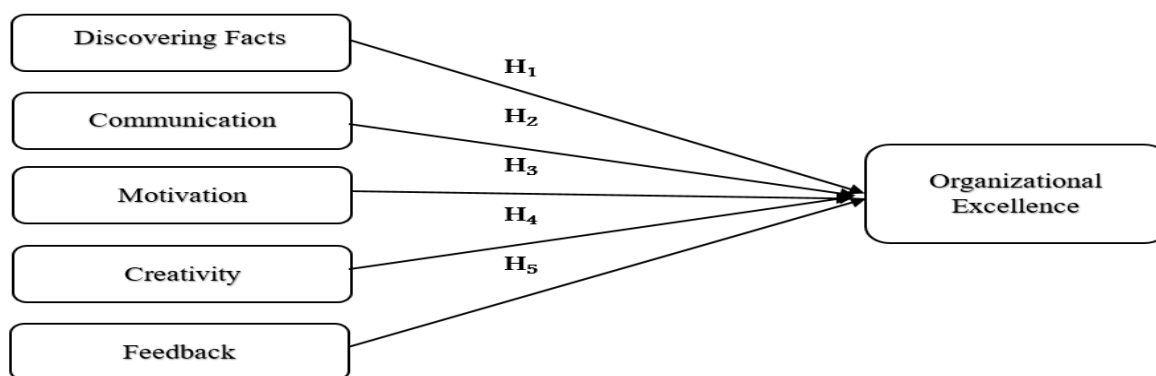


Figure (1) Proposed Model.

Literature Review

Management by Walking Around (MBWA)

According to Christensen (2014), MWBA is "an effective way to discover employment problems no one would normally tell you about". It was practiced in 1973 at Hewlett Packard by Bill Hewlett and Dave Packard; after that it was popularized by Peters and Waterman in the early 1980s (Serrat, 2009). The philosophy of MBWA states that managers become more effective when they are acquainted with what is taking place in their organizations and when they are in direct contact with their subordinates, customers, and the workplace (Tucker and Singer, 2015). MBWA had evolved into informal, decentralized management and relaxed, collegial communication styles. This was the opposite of drive-by management (Serrat, 2009).

McCormack (2009) considers that MBWA is evidence of the growing awareness of organizational problems, and of success in identifying and treating these problems by individuals working in organizations, which is reflected in the elements and outputs of the organization itself. This vision includes, in general, two main components: awareness of the problems associated with the existing level

of knowledge in the organization, and outputs resulting from this awareness based on actions taken by the organization in dealing with these problems (Boardman, 2004).

MBWA requires skills of good listening and personal involvement, and the recognition that most employees in a firm want to contribute to its success. It should not be forced and cannot be a charade. It works if you display civility and sincerity and are genuinely interested in workers and their jobs (Packard, 1995). MBWA builds trust and relationships between the staff in an organization; creates a healthy organization; refreshes organizational values; strengthens the ability to drive cultural change for higher organizational performance; motivates and encourages employees to achieve individual, collective, and organizational goals; and makes work less formal (Serrat, 2017). According to Almasri (2015), Kadomy and Khawalda (2014), Rawashdeh (2012), and Serrat (2009), MBWA has five dimensions: discovering facts, communication, motivation, creativity, and feedback.

Discovering Facts: This consists of organized steps aimed at finding information about a problem; this information helps managers to determine the actual reality of the problem to be resolved (Streshly, Frase, and Gray, 2012). Discovering facts refers to the ability of manager, through walking around, to identify the problems of the organization and get comprehensive information about it, judging the quality of implementation and seeing the cases of employees (Obadi, 2010).

Communication: This is the core of management, and managers cannot perform their basic management functions without it (Shra'ah et al., 2013). MBWA provides a chance for spontaneous communication, which is more effective than planned communication; but managers should try to avoid hard criticism to employees during walk rounds, which results in negative effects (Parnell and Crandall, 2010).

Motivation: Practicing MBWA promotes the positive attitudes of employees towards their work and motivates managers to face work challenges of direct communication with employees (Shra'ah et al., 2013). MBWA increases leadership effectiveness because it encourages top managers to leave their desks and roam the workplace, connecting directly to activities, building relationships, increasing personal involvement, and expressing the recognition that employees need to contribute to organizational success (Buckner, 2008).

Creativity: Researchers emphasize the necessity of appreciating creative ideas and suggestions provided by employees (Tucker, 2007). Creativity is a vital factor in changing the methods by which we do things (Durrah et al., 2018; Kelley and Littman, 2001). Creativity at work leads to continuous developments and innovation (Dow, Samson, and Ford, 1999; Tucker and Singer, 2015), improving performance (Doran and Ryan, 2012; Roach, Ryman, and Makani, 2016; Tariq, Badir, and Chonglertham, 2019), and productive efficiency (Yeh-Yun and Liu, 2012). A culture of creativity depends on many factors such as personality traits, the practices of management, and the structural characteristics of an

organization (Ee, Seng, and Kwang., 2007; Yilmaz, 2010); positive thinking, and self-directed learning (Tien, Chang, and Kuo., 2019); joyous exploration-related curiosity (Schutte and Malouff, 2020).

Feedback: The main objective of feedback is to improve performance. Managers should know how to give it and how to receive it from subordinates in order to be more constructive when discussing performance. When it is done correctly, it will increase employee engagement. Employees' perceptions of feedback are related to their trust in managers. (Tzafir and Gur, 2007).

Organizational Excellence

Organizational excellence is seen as one of the most advanced management ideas (Ghali, Habeeb, and Hamzah., 2018). It is also considered as modern management concept and one of the most important objectives of business organizations (Rao, 2016). Organizational excellence is difficult to define and can relate to market share, profitability, satisfaction of customer/employee, or innovation of product (Shelton Darling, and Walker., 2002). Organizational excellence indicates the ability to provide services to others in an innovative form that is distinguished from other competitors (Elkhaldi, 2012). Organizational excellence is a dynamic procedure that looks to enhance the operations of the firm and enhance the level and nature of products and overall enterprise (Curkovic, Vickery, and Dröge, 2000; Porter and Tanner, 2012). According to Durrah and colleagues (2014), organizational excellence is a dynamic process that seeks to improve the performance of the organization and increase its level of quality. Organizational excellence is considered to be a crucial investment opportunity for organizations that proceed with effective strategic planning and commitment to realizing a common vision dominated by clarity of purpose and adequacy of resources to ensure performance (Abukaoud and Rababah, 2013).

According to Naser and Al Shobaki (2017), organizational excellence is characterized by the ability to satisfy customers and understand their needs and requests, and working within a coordinated framework and with organizational processes that have effective communication between the internal and external components. Organizational excellence provides a balanced approach to running an organization in order to meet and exceed stakeholder expectations. It provides the foundation for a never ending cycle of continuous improvement – a process by which people start where they are and work to improve their organization gradually over a period of time. It occurs where the organization pursuing excellence focuses on identifying and satisfying its customers' needs, developing and tapping the full potential of its people, and improving its key processes (Excellence Canada, 2011).

Finally, there are many models for organizational excellence, such as the Deming Prize (Japan), the Malcolm Baldrige National Quality Award (USA), the European Foundation for Quality Management, the Dubai Government Excellence Program, the King Abdullah II Center for Excellence (Jordan), and the Bahrain Center of Excellence (Almasri, 2015; Durrah, Khdour, and Alabbadi., 2014; Pui-Mun and Quazi, 2001; Zairi, 1999). We can conclude that this wide spread of models and awards for excellence indicates

the extent of interest in the culture of excellence and the extent of conviction for its effectiveness in the performance of organizations.

Management by Walking Around and Organizational Excellence

Several studies have dealt with the relationship between management by walking around and various managerial concepts related to organizational excellence. Many of them indicated a relationship between MBWA and trends that stimulate excellence in businesses in the context of Arab organizations.

Beil-Hildebrand (2006) revealed that applying MBWA increases the level of commitment, motivation, and confidence in employees, and enhances the work group. Buckner (2008) asserted that MBWA practices lead to positive attitudes and behaviors that motivate the work in an organization. Obadi (2010) showed a significant difference in the efficiency of the decision-making process when practicing MBWA dimensions. The results of the study of Al-Suhaimi (2012) showed that the degree of MBWA being practiced was high and significantly affected empowerment. Shra'ah and colleagues (2013) found that the practice of MBWA plays a vital role in increasing the organizational commitment of employees. Martin and colleagues (2014) showed that MBWA practices provide opportunity for managers to hear about the challenges that staff face by providing safe, and the participants explained how the information collected through walk rounds could accelerate action for important issues. The study of Kadomy and Khawalda (2014) showed that MBWA practices are positively related to job performance. In contrast, the study of Jamal and Soomro (2011) found that MBWA had no significant effect on employees' performance. Modaia (2014) noted the existence of a positive correlation between MBWA and developing the efficiency of employees.

Qeed (2015) concluded that there is a significant effect of all the dimensions of MBWA on learning organizations. The study results of Tucker and Singer (2015) about the efficacy of an MBWA-based program indicated that the effectiveness of the stimulated managerial involvement varied among the different work areas. Gharib and colleagues (2018) revealed that the two factors of management by creativity namely systemic thinking, and creative thinking have a significant effect on organizational excellence, while strategic thinking was found to have no significant effect on organizational excellence. Durrah and colleagues (2018) revealed that only two dimensions of MBWA, namely discovering facts and feedback, have a positive and significant impact on service quality, whereas the other three dimensions of MBWA, namely communication, motivation, and creativity, were found to have no significant effect.

However, by reviewing the relevant studies in the literature, it becomes clear that there is a dearth of empirical evidence on the relationship between management by walking around and organizational excellence. Only a few studies have investigated the direct relationship between MBWA and organizational excellence (e.g., Almasri, 2015; Rawashdeh, 2012).

Almasri (2015) studied the relationship between MBWA and organizational excellence. He showed that MBWA has a moderate positive relation with organizational excellence. Rawashdeh (2012) examined the impact of different MBWA dimensions on organizational excellence, including specific aspects of organizational excellence: leadership excellence and distinguishing superiors. He found that the MBWA facets (discovering facts, improving communication, creativity, motivation, and feedback) have a significant effect on leadership excellence, and furthermore that discovering facts and creativity are the most influential MBWA facets in distinguishing superiors.

This study seeks to contribute empirical evidence on this relationship by investigating the impact of the facets of MBWA on organizational excellence within the specific context of Omani media institutions.

Methodology

The current study adopted the descriptive analytical method. The population of the study included the administrative staff from different levels in the three media institutions in Dhofar Governorate of the Sultanate of Oman (i.e., the Directorate General of Media, the Omani News Office in Dhofar Governorate, and the General Authority for Radio and Television), as shown in Table 1. These are the only three media institutions in Dhofar Governorate, Oman. The study population was made up of the 1,390 employees in these the institutions. Using a random sampling technique, the appropriate sample size is 300. Data were collected through a survey. Of the 300 questionnaires distributed to the study sample, 260 of them were returned; a rate of 86.66%. The data were analyzed by an AMOS program using Structural Equation Modeling (SEM). MBWA was measured using a scale by Bill-Hildebrand (2006), which consists of 19 items, while organizational excellence was measured by a scale developed by Rawashdeh (2012), which consists of 4 items. The measurements of the current study are based on a five point Likert-type scale using strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

Table (1) Sample Distribution

S/N	Media institution	Distributed	Respondents	
			No.	Percentage
1	The Directorate General of Media	85	72	27.69%
2	Omani News Office in Dhofar Governorate	100	83	31.93%
3	General Authority for Radio and Television	115	105	40.38%
	Total	300	260	100.00

Analysis and Findings

Table 2 shows the frequencies and percentages of demographics variables (Sex, Age, Qualification, and Experience) of respondents in the study sample.

Table (2) Demographics Data of Respondents

Variables	Category	Frequency	Percentage
Sex	Male	145	55.77
	Female	115	44.23
Age	Less than 30	42	16.15
	From 30 to less than 45	185	71.15
	45 and above	33	12.70
Qualification	Diploma and less	68	26.15
	Bachelor	170	65.39
	Postgraduate	22	08.46
Experience	Less than 5 years	56	21.54
	From 5 to less than 10	176	67.69
	10 years and more	28	10.77
Total		260	100%

The results in Table 3 indicate that the means of management by walking around (MWBA) dimensions are at a moderate level, mean of discovering facts was the highest ($\bar{x} = 3.94$ with $\sigma = .745$), followed by feedback ($\bar{x} = 3.85$ with $\sigma = .726$), then motivation ($\bar{x} = 3.25$ with $\sigma = .776$), then communication ($\bar{x} = 3.12$ with $\sigma = .894$), while dimension of creativity was the lowest (3.05) ($\bar{x} = 3.05$ with $\sigma = .969$). Regarding the mean of organizational excellence was also at a moderate level ($\bar{x} = 3.31$ with $\sigma = .720$).

Table (3) Descriptive Statistics, Correlation and Cronbach's Alpha

Study Variables	Mean	St.D.						
Discovering Facts	3.94	.745	(.712)					
Communication	3.12	.894	.134	(.817)				
Motivation	3.25	.776	.039	.232**	(.773)			
Creativity	3.05	.969	.012	.101	.128	(.849)		
Feedback	3.85	.726	.209**	.172	.089	.106	(.785)	
Organizational Excellence	3.31	.720	.311**	.216*	.177	.076	.374**	(.832)

Table 3. illustrates that the organizational excellence has a positive and significant relationship with discovering facts, communication, and feedback. Moreover, organizational excellence has no significant relationship with motivation and creativity. Also, Table 3. displays the values of Cronbach's Alpha for all the study variables that were within the acceptable range, which is above (.60) according to (Ghousse et al., 2017; Hair et al., 2006).

Table (4) Multi-Collinearity Test of Independent Variables.

Variables	Variance Inflation Factor (VIF < 10)	Tolerance (T > 0.05)
Discovering Facts	1.073	.932

Variables	Variance Inflation Factor (VIF < 10)	Tolerance (T > 0.05)
Communication	1.086	.921
Motivation	1.094	.914
Creativity	1.309	.764
Feedback	1.283	.779

The results in Table 4 indicate to validity of multi-collinearity condition between independent variables, because all values of variance inflation factor less than 10, and all the values of tolerance more than 0.05 (Chaudhary, Ghose, and Durrah, 2018).

Testing the Structural Model

Using SPSS program, the exploratory factor analysis (EFA) of the study data was performed, six variables were obtained, five of them related to the dimensions of MBWA (the first is Discovering Facts, 4 items; the second is Communication, 4 items, the third is Motivation, 4 items, the fourth is Creativity, 4 items, and the fifth is Feedback, 3 items) and one dimension related to the organizational excellence, 4 items as shown table 5. The conditions related to exploratory factor analysis (EFA) have been achieved according to Ghose and colleagues (2019). Cumulative Variance = 68.052 > 60; Bartlett's Test = 1357.382, with significance level equals. 000 < 0.05; KMO = 0.714 > 0.60; and Eigenvalues for each factor was more than 1 (Durrah, Chaudhary, and Gharib, 2019).

Table (5) Exploratory Factor Analysis (EFA)

Factors	Discovering Facts (DF)		Communication (CO)		Motivation (MO)		Creativity (CR)		Feedback (FE)		Organizational Excellence (OE)	
	Items and Loadings	DF ₁	.733	CO ₁	.751	MO ₁	.682	CR ₁	.846	FE ₁	.793	OE ₁
	DF ₂	.741	CO ₂	.805	MO ₂	.748	CR ₂	.903	FE ₂	.884	OE ₂	.902
	DF ₃	.678	CO ₃	.864	MO ₃	.781	CR ₃	.872	FE ₃	.887	OE ₃	.806
	DF ₄	.623	CO ₄	.773	MO ₄	.732	CR ₄	.792			OE ₄	.851
Cumulative Variance	9.211		74811.		10.079		12.523		10.987		13.765	

After that confirmatory factor analysis (CFA) was conducted using AMOS. CFA was used to confirm the exploratory factor model by determining the goodness of fit between hypothesized model and sample data. For testing the hypothesized relationships between the study variables, structural equation modelling (SEM) was applied on the data.

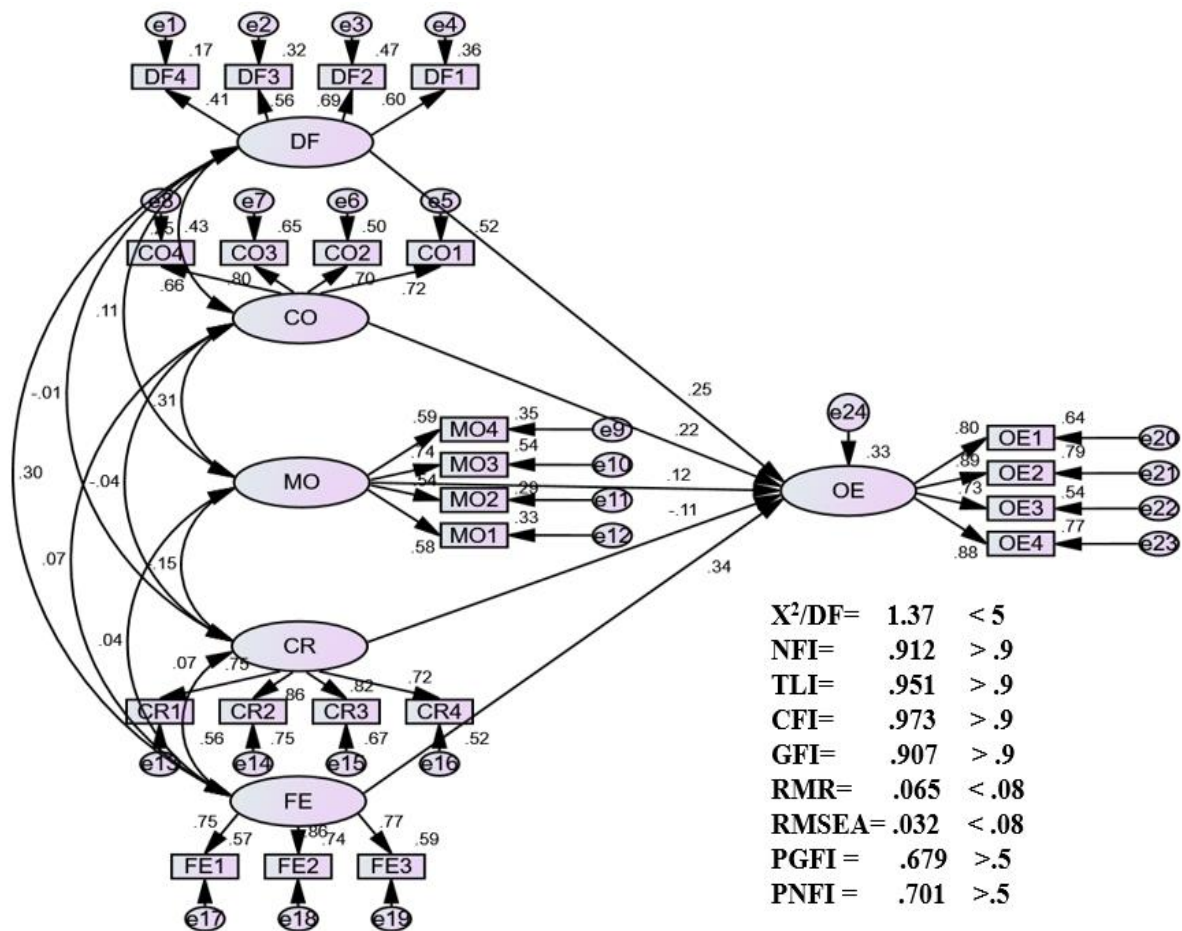


Figure (2) Tested Model

The results mentioned in Figure 2 proved that all the indices are above-fit threshold level according to (Hair et. al, 2006; Kline, 1999). Hypotheses of this study were tested using SEM, the results in Table 5. showed that the three facets of MBWA (discovering facts, communication, and feedback) have a significance influence on organizational excellence in media institutions in Oman. Thus, the first, second, and fifth hypotheses are supported.

The analysis also showed that the two dimensions of MBWA (motivation, and creativity) have no significance influence on excellence in media institutions in Oman. Thus, the third and fourth hypotheses are no supported as shown in Table 5 and Figure 3.

Table (6) Hypotheses testing

Hypotheses	Direct Effect	Estimate.	C.R.	P	Results
H ₁ : Discovering (in MBWA) facts has a significant influence on organizational excellence.	DF → OX	.379	3.14	.021	Supported
H ₂ : Communication (in MBWA) has a significant influence on organizational excellence.	CO → OX	.275	2.69	.042	Supported

Hypotheses	Direct Effect	Estimate.	C.R.	P	Results
H ₃ : Motivation (in MBWA) has a significant influence on organizational excellence.	MO--►OX	.173	1.23	.236	Not Supported
H ₄ : Creativity (in MBWA) has a significant influence on organizational excellence.	CR--►OX	.142	1.35	.178	Not Supported
H ₅ : Feedback (in MBWA) has a significant influence on organizational excellence.	FE►OX	.423	4.24	.001	Supported

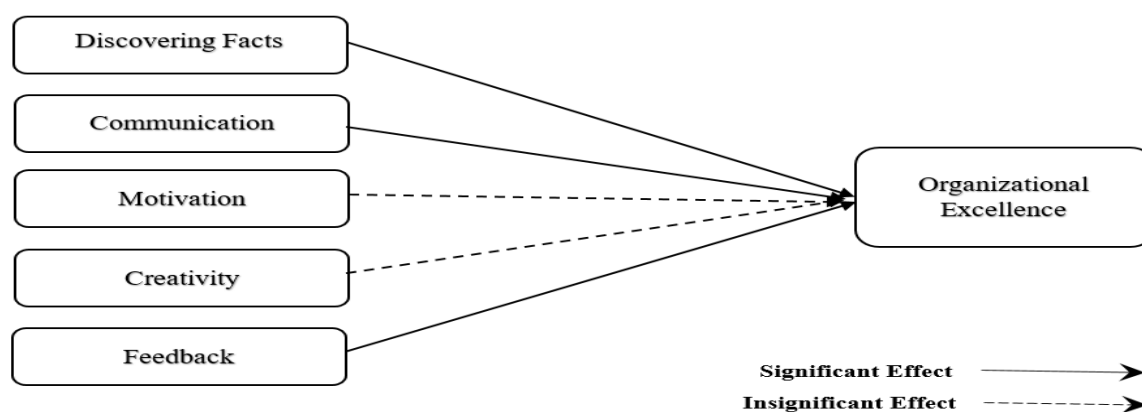


Figure (3) Model Results

Results Discussion

The results of current study show that all MBWA dimensions are at moderate levels in the media institutions surveyed, and the most practiced dimension is discovering facts, followed by feedback, communication, motivation, and creativity, respectively. These results are consistent with the study of Durrah and colleagues (2018), which showed a similar moderate level of MBWA in the banking sector in Oman. However, these findings vary with studies by Dalain (2016), Kadomy and Khawalda (2014), and Hawamdeh and Obadi (2013), which showed a high level of MBWA in Jordanian industrial companies and universities.

The findings of this study indicate that organizational excellence in the Omani media institutions is at a moderate level. This result is consistent with the studies of (Gharib, 2018; Rawashdeh, 2012) which showed moderate levels of organizational excellence in Syrian communications corporations and the Arab Potash Company respectively. These results can be justified due to the importance of managers' tours in obtaining feedback about the actual performance of employees and finding solutions to the problems they face; these tours may also help motivate employees and encourage them to create and develop business methods and excellence in their work.

The findings reveal that three dimensions of MBWA, that is discovering facts, communication, and feedback, have a positive and significant impact on organizational excellence. These findings contrast with the study of Rawashdeh (2012), however, they are consistent with study of Almasri (2015), which showed that all facets of MBWA have a significant effect on organizational excellence. These results are attributed to the fact that applying the dimensions of management by walking around is considered one of the requirements of the work of contemporary organizations, given its importance and its vital role in moving them towards progress, continuity and survival, which reflects the need to focus on it as one of the factors of practical behavioral practices in achieving institutional excellence.

In addition, the application of MBWA in itself contributes to the spread of the culture of organizational excellence. These results confirm the importance of the human resource in achieving high levels of distinction and excellence according to the level of attention and care devoted to it. They suggest the necessity of enhancing the practices of senior management in communication and feedback, in addition to discovering facts in the institution.

Theoretical and Practical Implications

The main goal of the current study is to explore the extent of the contribution of management by walking around to developing the organizational excellence of media institutions in Oman. This study is vital and important for both practitioners seeking to understand and foster excellence in organizations, and researchers who want to demonstrate the relation of MBWA facets to the concept of organizational excellence.

Many previous studies have determined various indicators of organizational excellence. However, little research has mentioned that MBWA provides a basis for excellence. Therefore, the current study tries to advance existing evidence that links MBWA and organizational excellence, and to explore and provide empirical evidence that MBWA is a significant indicator of organizational excellence. Furthermore, this study is an attempt to provide an in-depth understanding of the staff working in media organizations in Oman, and how MBWA plays an important role in achieving excellence in that sector.

Therefore, this research contributes to the existing literature by exploring media institutions in the context of a developing country like Oman. The study findings are encouraging for media sector organizations in the Sultanate of Oman that are interested in improving their services.

MBWA dimensions help media institutions achieve excellence in their work through the vital and important role, assigned to managers and decision makers, in making exploratory tours and communicating with employees, from various administrative levels, encouraging them to innovation and development, to provide the best services to the public and create a supportive culture to the process of developing organizational excellence through training courses, conferences, and workshops about it.

Limitations and Direction for Future Research

The current study is among the pioneering research studies in its contextual field and has successfully revealed the impact of most MBWA dimensions on organizational excellence. However, despite its importance, it has several limitations.

Firstly, the study has used a random sample of administrative staff in media institutions only in Dhofar Governorate. Future research could study random samples from all media institutions in Oman. Secondly, this study has examined organizational excellence as one single variable, therefore, future studies could extend the research by exploring it as a multi-dimension variable. Thirdly, the study is limited to two variables: management by walking around (considered as five facets) and organizational excellence, so future researchers may wish to examine other variables, such as leadership, job satisfaction, organizational pride, emotional intelligence, organizational alienation, staff behaviors, and organizational silence.

Finally, this study is limited to the media sector, so future researchers may wish to examine other sectors, such as industry, banking, education, health, and hospitality.

However, in spite of these limitations, the study findings add a significant contribution to the literature on excellence by empirically validating that some facets of management by walking around stimulate organizational excellence.

Conclusion

The current study is among the rare studies to investigate the relationship between management by walking around and organizational excellence in the context of the Arab Gulf, specifically the Sultanate of Oman. The findings of the present study highlight that most of the respondents to the questionnaire have a moderate level of participation in MBWA. The current study has emphasized the importance of MBWA in media institutions and its impact on organizational excellence. The results supported three of the five hypotheses (H_1 , H_2 , and H_5).

The present study provides an insight to managers about facets of MBWA and their contribution to supporting the process of achieving organizational excellence, and how managers can motivate employees to produce greater excellence in these institutions.

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