

THE PERCEIVED MERITS OF MANAGEMENT BY WANDERING
AROUND: A RESEARCH INTERVENTION AT ALBERT HAYKEL
HOSPITAL

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at Notre Dame University-Louaize

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Master of Science

by
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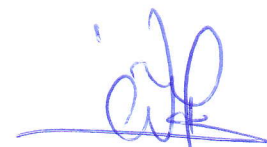
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ABSTRACT

Purpose – The purpose of this thesis is to study the perceptions of the nurses and administrative employees at Albert Haykel Hospital concerning a “Management by Walking Around” program applied at that hospital and check whether the elements of management by walking around vary with the demographics of the respondents.

Design/methodology/approach – Deductive in nature, this thesis uses descriptive and inferential statistical methods. A survey questionnaire was distributed to the employees of the nursing and administrative departments at Albert Haykel Hospital to study their perceptions regarding the management by walking around program applied at their departments.

Findings – This research proved that the elements of management by walking around vary with the demographical characteristics of the respondents with respect to the age, total experience, experience in current position, and education level, however, no variation was detected with respect to gender of the respondents.

Research limitations/implications – The findings of this research will be limited and applied only at Albert Haykel Hospital. However, the theoretical implications were presented through spreading the awareness about management by walking around to increase the chances of applying this management style either in other hospitals or in other departments at the same hospital.

Practical implications – This study will be helpful for policy makers because they will apply management by walking around in their organizations. In addition, it will have good effects on the industry because if this management style is widely spread in organizations and hospitals, employees’ performance will be positively affected.

Originality/value – This study will contribute to the literature because there is a lack in theories related to management by walking around and its effectiveness. This study will be testing a new concept not widely adopted in organizations especially in Lebanon.

Keywords – Management styles, manager, management by walking around, demographic variables, healthcare sector.

Chapter 1

Introduction

1.1. Background

Nowadays, due to globalization, the business environment has encountered a lot of changes. Chiang and Hsieh (2012) in Hassan and Ul Hassan (2015) believed that maintaining competence is becoming very hard especially for small businesses. Moreover, Artis and Harris (2007) in Hassan and Ul Hassan (2015) argued that to be able to survive, it is necessary for any organization to create new strategies that allow them respond to the market changes and needs. The main responsibility of any manager is to search for opportunities and discover what strategies to execute to be able to survive among competitors. A lot of studies proved that to be able to succeed, organizations must invest in customers' satisfaction; however, this satisfaction can never be achieved through demotivated and unsatisfied employees (Hassan and Ul Hassan, 2015).

To reach satisfaction, employees must work in an environment free of stress and problems. However, this can never be achieved if managers are not concerned with ameliorating the working conditions of employees and solving their work related problems. To achieve those goals, managers can stay around their subordinates, interact with them and with customers at the same time, and help them solve their problems through direct and face to face communication. This style of managing an organization is known as management by walking around (MBWA). It was concluded by Shra'ah et al. (2013) that organizations are depending on management by walking around, as a

management style, because it is a key success factor for any organization, especially in the healthcare sector.

The main significance of this research is to determine the advantages of the management styles especially management by walking around, and to examine its characteristics and perceived merits to know if this style is beneficial to apply in the healthcare sector. Moreover, the relevance of this study is to learn the perceived merits of management by walking around, and check whether its elements vary with the demographic variables of the respondents. The timeliness of this study conducted at a well-known hospital that ranks among the top five in North Lebanon, is crucial because the majority of institutions and hospitals are struggling in a high competitive environment with lack of cash flows. Moreover, the relevance of this study is to discover the weaknesses of this management style and transform them into strengths, thereby improving this organization through increasing the level of satisfaction of its employees. This chapter is divided into four main parts, the first part provided background information concerning the topic and the importance of this study, part two will describe what are this research aim and questions, then, part three consists of a summary about the studied organization and how it evolved during the past decades. Finally, the last part outlines the following chapters.

1.2. Research Aim and Questions

The purpose of this research is to study the perceptions of the nurses and administrative employees concerning the “Management by Walking Around” style applied at Albert Haykel Hospital in which managers directly cooperate with them to help find fast and effective solutions to the occurring problems. The aim of this research is to check

whether the elements of management by walking around vary with the demographics of the respondents. This study will answer the following research questions:

- To which extent the elements of management by walking around vary with the demographics and characteristics of employees? (Gender, age, total experience, type of duties, and education level).
- Is there any significant linear relationship between the elements of management by walking around and the demographic variables of the respondents?

1.3. The Case of Albert Haykel Hospital

At Albert Haykel Hospital, there is a multidisciplinary qualified team that is characterized by a remarkable medical experience. Their mission mainly focuses on the patient. Their staff is made of a supportive team that is determined to provide the best quality of health care to the community at best affordable prices. They have the ability to provide excellent patient care using their own ambulance. Moreover, their employees benefit from daycare services offered through the nursery “Pieds Nus” created for employees’ children to provide them with the ability to stay close to their parents who will have the opportunity to check on them during their breaks. This service positively influences working mothers at the hospital because they will become less worried about their children. At Haykel Hospital they value team work and patients’ dignity and totally reject any type of discrimination. They are a learning hospital aiming to develop their employees’ skills, capabilities, and welfare through training them and providing them with a comfortable and safe working environment. They also stress on equity between their personnel in order to increase their loyalty and efficiency. They never negotiate regarding the quality of their service. Furthermore, at Albert Haykel Hospital they stress on differentiation through providing their patients with many facilities such

as the ability of checking their laboratory results online; moreover, they visit their patients at their homes for blood testing.

Albert Haykel Hospital is one of the most successful and largest hospitals in Lebanon, in the past five years they showed a significant improvement and development. In addition, they are working on expanding and providing the best possible service for their patients. At Albert Haykel Hospital, they depend on continuous education; they highly invest in congresses and conferences, moreover, they carefully hire their employees and continuously train them to better perform. Because there are not numerous studies related to management by walking around, and because many authors insisted on its positive influence on organizational excellence and on employees, it would be highly important to study the perceived merits of this management style which is applied at this hospital and included in its departments' mission statements. This study will show how MBWA is affecting both the employees and the organizational excellence at this hospital. In addition, if the study reaches results that show positive influence of this management style, other hospitals might become motivated to apply this management style after growing their awareness and training them about the advantages of this management style. This can be done through conferences and training sessions related to MBWA.

Following is the history of the hospital development:

- **1968** Hospital Foundation - 1st Hospital equipped with high-tech equipment in the Northern Region.
- **1969** Specialization in both medicine and surgery areas.
- **1975** Destruction due to war.

- **1977** Reconstruction of the hospital with about 56 beds.
- **1995** Opening of the Intensive Care Unit.
- **1999** Opening of the Emergency services and Laboratory department.
- **2000** Opening of the Obstetrics Gynecology department. Development of new premises for the Operating Room.
- **2003** Opening of the Pediatric department.
- **2005** Opening of the Neonatal Intensive Care unit.
- **2007** New first-class beds in Medicine and Surgery departments. Geographical separation of the two services Medicine and Surgery. Total capacity of 128 beds.
- **2008** New premises of the Medical Archive department. High tech theatre room.
- **2009** Renovation of the Radiology and Medical Imaging department. New service of the Intensive Care Unit.
- **2010** Interventional Cardiology department. Renovation of the Private Clinics.
- **2011** 4D Echography. Extend of the Obstetric Gynecology department. Renovation of the Endoscopic room. Renovation of the Sterilization department. Opening of "Citylab", new Laboratory in the city associated to the hospital.
- **2012** Opening of XO center, Socio Psycho Educational intervention center.
- **2013** Opening of new Chemotherapy Department. High end equipment Ambulance. Opening of new Operating Room.
- **2014** Opening of a Day Care for the employees' kids "Pieds Nus".
- **2015** High end EEG video system. Opening of "Eat light", Diet center. Lithotripsy department.
- **2018** New ER Opening, MRI, Administrative Building, Haykel Hospital Training Center, Haykel Hospital Home Care Center.

- **2018-2020** New projects under development (new cafeteria, doubling the number of beds...)”

Source: <http://www.hopitalhaykel.com/home/en/about>

1.4. Thesis Outline

This thesis includes five chapters through which the aim and purpose of this study will be achieved. The first chapter provided a general background information in addition to the importance of this study along with the research aim and questions. The second chapter discusses definitions of management styles in addition to a deep discussion related to management by walking around. In the main literature, management by walking around will be studied within different contexts and will be assessed in the healthcare sector. The methodology chapter will start by providing a philosophical discussion comparing the positivism, post positivism, and interpretivism, then in the research orientation the reasoning approaches will be discussed and the adopted approach will be identified. The following part will consist of a detailed discussion of the population and sample of interest within which the organizational structure and organizational chart will be provided. Finally, the chosen strategy and data collection tools will be determined and discussed. The analysis chapter starts by an analytical framework through which the difference within descriptive and inferential statistics will be identified and discussed. The inferential statistics will be used to test the formulated hypotheses with respect to the demographic variables. Finally, in the last chapter will summarize the results and findings.

Chapter 2

The Literature

2.1. Introduction

According to Trochim (2006), the literature review is an important phase in any study, it enriches the authors' knowledge and experience because of learning other authors' perceptions regarding the researched idea. In addition, Trochim (2006) believes that the main objective of any literature review is to categorize the research, and set it within a conceptual and theoretical context, which will be the next phase of this research. Relating to management by walking around, the review of literature will allow further knowledge of previous theories and studies. Moreover, the issue will be studied within different contexts. Trochim (2006) defined the case study which is the characteristic of this research, as a comparative snapshot. It is an intense learning of a precise subject, individual, or context at a specific period of time. However, its main disadvantage is the inability of generalizing its results. A case study can be conducted in many ways, there is no particular method to achieve it. For instance, a case study can be conducted through unstructured interviews as well as direct observation, and both approaches can lead to a successful study.

In the 21st century, globalization has led to major changes in the business environment. Chiang and Hsieh (2012) in Hassan and Ul Hassan (2015) argued that it is becoming a great challenge for organizations to maintain their effectiveness and efficiency. Moreover, Artis and Harris (2007) in Hassan and Ul Hassan (2015) stated that in order to sustain their competitive advantage, organizations are required to apply new

strategies and policies that help them respond to the market changes and increase their profitability. It is the managers' job to grab opportunities and find out what strategies should be implemented in every situation to survive this struggle (Hassan and Ul Hassan, 2015). Today's managers see that having satisfied customers is very important for any business to grow, as it is emphasized in the studies of Singh and Singh (2007) and Beheshtifar, Nezhad, and Moghadam (2012) which showed that having motivated, empowered employees who have a positive attitude and behavior will increase efficiency of the organization, and will consequently lead to customer satisfaction. In addition, the study of Shalley and Gilson (2004) proved that working in a good environment and conditions will make employees perform better and give their maximum as a result, they will take good care of customers and serve them better. Therefore, having satisfied customers is due to satisfied employees (Hassan and Ul Hassan, 2015).

Townsend (2004) stated that if managers fail to motivate their subordinates, the productivity of employees will automatically drop. They will have high resistance and only care about their personal interest, this will negatively affect customer service. So, a good manager will always work on creating an organizational culture based on employee motivation and wellbeing.

Lorenzen (1997) found that a new management concept emerged in the past several decades due to the inability of managers to become aware of the faced problems in their areas of responsibility, because of sitting in their offices. This concept was known as management by walking around (MBWA), which enables managers to go out of their offices and interact with subordinates and customers to become familiar with any incident or problem arising in the work field. Shra'ah et al. (2013) concluded that

management by walking around is beneficial and widely applied in organizations. Companies where managers interrelate with employees and customers are characterized by high success rate. Moreover, management by walking around encourage managers to solve the work related problems through face to face communication with employees and customers.

Management by walking around is considered effective and commonly applied in hospitals, because the quality of the service provided can never be compromised. However, few studies tested its impact on organizational outcomes (Tucker and Singer, 2015). This study aims to examine the perceptions of nurses regarding a “Management by Walking Around” program applied at Albert Haykel Hospital in which supervisors directly observe frontline workers, interact with them to come up with better ideas to improve, and help them find fast and effective solutions to their problems. The main importance of this research is to identify the benefits of management styles -especially MBWA-, study their characteristics, and perceived merits to be able to find what is the best style to apply in the healthcare sector. Mills (2011) and Stringer (2008) in Hine (2013) argued that contributing to the organizational development and providing employees with new knowledge on how to improve their practices and solve the most complex problems efficiently, are characteristics of successful studies. The importance of this study is represented by its aim to learn the effects of MBWA and its perceived merits at Albert Haykel Hospital. Moreover, it is presented through the intention to convert the weaknesses of this management style to strengths, to be able to improve this organization.

As Trochim (2006) indicated, the review of literature is a key element of every study; for this purpose, the following section will include a detailed description and discussion

of definitions and theoretical underpinnings of management by walking around. To begin with, management styles and their characteristics will be distinguished, then, different authors perceptions regarding management by walking around will be discussed in details. Furthermore, the theoretical underpinnings will help identify the positive and negative impacts of management by walking around through examination and discussion of previous studies. Following, the main literature will include different studies that are examined in different contexts. The results will be compared to identify the differences and similarities between them. In addition, studying those results will show how management by walking around can have different impacts on organizations. The following section examines how different authors defined management styles and their characteristics, particularly management by walking around and its potential benefits for any organization.

2.2. Definitions

Ogunola et al. (2013) defined management style as the leadership technique a manager practices when managing an organization. It involves any technique adopted by managers to motivate their employees, in addition to directing and controlling them. Robbins (2003) in Ogunola et al. (2013) defined managers as “individuals who achieve goals through other people, who oversee the activities of others, and who are responsible of attaining organizational goals” (P. 2). Kavanaugh and Ninemeir (2001) in Ogunola et al. (2013) stated that the management style is based on three major issues which are the characteristics of leaders, the characteristics of subordinates, and the organizational environment. Management styles are categorized based on the influence managers have on employees, it can be through their power, their ability to use that power, and through the managers’ behavior as autocratic, democratic, and laissez-faire

(Hersey et al. 2001 in in Ogunola et al. 2013). To begin with, an autocratic manager exercises a lot of power on his subordinates who are not allowed to interfere in the decision making process. Autocratic managers apply high levels of control and centralization. In addition, they neither encourage employees to learn, nor provide them with any explanations. When Employees only receive tasks and obey their managers, they become demotivated, and consider their managers as task-oriented (Ogunola et al. 2013). In addition, employees will never feel valuable or committed to their organizations, because their managers do not care about their well-being. Employees will only obey managers' orders out of fear of losing their jobs, and will work as machines because of the lack of clear understanding of the provided tasks. Moreover, employees working with autocratic managers have higher levels of dissatisfaction and higher error rates because they are neither encouraged to learn, nor provided with necessary explanations to achieve their work. The centralization applied by autocratic managers have negative effects on employees because they will become less creative, and inefficient due to the delay in the decision making process. Moreover, because of the high need of communicating with the managers who might not be available, simple tasks will consume more time to be achieved.

The democratic or participative managers allow subordinates to interfere in the decision making and problem solving processes. Subordinates are always updated regarding any issue that might affect their jobs. Moreover, it is the subordinates' duties to evaluate their performance, participate in setting the organizational goals and objectives, and learn continuously to be able to succeed in their careers. Democratic managers favor acknowledgments, and work on reaching high levels of personal growth and employee satisfaction (Ogunola et al. 2013). When applied, this management style motivates

employees because their managers are “people oriented”, and care about their employees’ well-being. Employees will feel valuable and committed to their organization, because of their ability to interfere in the decision making process which will save time; and due to the continuous training programs, employees will achieve personal growth and will be able to succeed. Finally, employees will feel more satisfied due to the reward systems and acknowledgements provided by the managers, and because of reaching higher levels of personal growth.

Furthermore, Ogunola et al. (2013) stated that laissez-faire managers provide employees with the freedom, power, and authority. Employees are allowed to set the goals, take decisions, and solve problems with no directions from their managers. Laissez-faire manager takes no responsibility, has no problem in delaying decision making, does not provide feedback, and hardly works on satisfying employee needs. Even though this management style might have positive effects on employees because of benefiting from freedom, power, authority, and interfering in the decision making process, laissez-faire managers can have negative effects on both their organization and subordinates. To begin with, with absence of control, there will be no evidence that employees will achieve their task efficiently. Second, taking no responsibility, not interfering in the problem solving process, and delaying decision making process lead to more complex problems and inefficiency, because employees might not be able to solve all types of problems on their own. Finally, employees working with laissez-faire managers lead to higher levels of dissatisfaction because they hardly work on satisfying the needs of their subordinates.

Emmons (2006) in AlRawashdeh (2012) defined MBWA as the act of being in direct contact with employees, knowing everything happening around them, detecting their

needs, and listening to their point of view regarding any possible issue; which is considered the best way for achieving organizational objectives. Regular visits and continuous meetings create a bond between managers and subordinates, enhance their communication, and show interest and commitment of the manager to the employees. As a result, employees will directly respond to the managers' requests. Moreover, Buckner (2008) in AlRawashdeh (2012) considered that when applying MBWA, the manager encourages team work, takes into consideration employees' points of views and allows them to evaluate the organization. Moreover, employees interfere in setting organizational goals and objectives, in addition to evaluating their self-performance which motivates them and increase their productivity levels. MBWA leads to higher levels of employee engagement and satisfaction for different reasons, first of all, being in direct contact with employees, knowing everything happening with them, and fulfilling their needs allow employees to become more comfortable, and believe that they are valuable for their organization because their opinion is always taken into consideration. There is no reason for any employee working with a caring and committed manager and whose needs are fulfilled to work for their self- interest. Even though regular visits and meetings create a strong bond between managers and employees, those visits are essential tools for managers to be able to better control their subordinates. Through those visits and meetings managers will become able to detect every single mistake, problem, or incident happening. Consequently, managers will be able to come up with fast and efficient solutions to those problem. Furthermore, managers applying MBWA are characterized by higher levels of responsibility, because they will clearly observe the performance of daily tasks, and through face to face communication they will have better understanding about work related issues. As a

result, they will be able to hold their employees responsible for their mistakes and at the same time, they will take responsibility of their own mistakes.

For Serrat (2009), MBWA is an effective leadership method that can be used by any manager, but never in virtual organizations. He highly believes in Edwards Deming's saying "if you wait for people to come to you, you will only get small problems. You must go and find them. The big problems are where people do not realize they have one in the first place" (P.2). When managers are autocratic and locked in their offices, they will face difficulties in detecting problems, because out of fear subordinates will try to solve the problems alone. This might not be efficient, and will lead to more complex problems. On the other hand, sometimes subordinates do not realize that they are facing problems, consequently, if not detected by more experienced and mature people those problems will lead to organizational failure.

MBWA can be somehow be related to the "Socio-Economic Approach to Management" (SEAM). Randall (2017) considers that the major objective of the SEAM process is to locate any organizational dysfunction and measure its hidden costs such as the time wasted in doing unnecessary tasks which do not generate any profits for the organization. Similarly, MBWA is able to reduce the hidden costs such as the wasted time because when managers are always present, supervising their subordinates and allocating the tasks properly, there will be no possibility of wasting time. In addition, MBWA obliges managers to socialize with workers through direct and face to face communication, share their interests, and fulfill their needs, which highly empowers them and increases their level of engagement.

2.3. Theoretical Underpinnings

Numerous previous studies concentrated on MBWA and its impact on organizations. The following part consists of a discussion of those studies. Trueman (1991) in Lorenzen (1997) suggested that MBWA was developed in 1970 by the directors at Hewlett-Packard. Then, the term became more popular in the early 1980s after publishing the book of Tom Peters and Robert Waterman “Looking for Excellence” which showed that companies where managers interact with both employees and customers were more successful unlike companies where managers do not leave their offices. For both authors, leaders “wandering” were the main cause of success in companies due to the informal communication channels and to the low levels of bureaucracy in the communication methods applied at those companies (Peters and Waterman, 1982). Communication between managers and employees is an important characteristic of MBWA. Through direct contact, managers will become familiar with everything happening at work just by asking the right questions to their employees (Lavenson, 1976 in Lorenzen, 1997). Similarly, AlRawashdeh (2012) came to the conclusion that MBWA has a positive effect on organizational excellence. MBWA has an important role in improving communication, providing feedback for employees, and contributing in favoring higher levels of innovation and development for organizations.

Peris-Ortiz et al. (2012) argued that there is a significant relationship between applied management style(s) in an organization and its employees’ performance, consequently, managers can either lead the organization to success or failure. They stated that a powerful and intelligent manager should be directive, and should empower subordinates. Similarly, Vahedi and Asadi (2013) concluded that the selection of the management style depends on the personality of the manager. In addition, they stated

that both managers' and employees' performance are highly affected by the selected management style. Furthermore, Abu Mansor et al. (2012) stressed that Paternalistic Management Style positively affect employees' performance because employees feel that managers are supportive, helpful, and ready to give advice whenever the employees need it. Abu Mansor et al. (2012) studied the relationship between employees' well-being and the applied management style in an international bank in Malaysia; results showed that the practiced management style at this bank was paternalistic. They came to the conclusion that there is a weak but positive relationship between this management style and employees' well-being. Similarly, Ogunola et al. (2013) reached the conclusion that employee performance is highly affected by the applied management styles in the organization. They believed that the main reason behind joining any organization is achieving some personal objectives; when employees believe they are valuable to the organization, they become active members able of achieving those objectives. In addition, Ogunola et al. (2013) stated that succeeding in reaching employee's personal objectives will motivate them to work toward achieving the organizational objectives. Otherwise, these employees will lose their interest and commitment to the organization. The management style applied in any organization is one of the aspects that affect the levels of interest and commitment of employees toward their organization. As a result, Ogunola et al. (2013) insisted on the significance of interaction between managers and subordinates or leaders and followers that leads to higher productivity and efficiency. It is better for subordinates to work with participative, directive leaders who are both people and task oriented. Those managers show their subordinates that they are valuable for the organization, in addition, they care for their subordinates' well-being which leads to higher levels of satisfaction,

engagement, and commitment. Moreover, democratic leaders rely on efficient communication which minimizes the error rates. Working with satisfied employees helps organizations succeed because those employees perform better. Whereas, dissatisfied employees working with task oriented managers will never care for the organizational interest. When demotivated, employees will have poor performance which leads the organization to failure. Direct supervision, good communication, and effective problem solving are highly recommended to succeed in the healthcare sector, the best way to achieve them is through MBWA; as a result, hospitals' managers are relying on this management style to reach success (Frankel et al. 2003, Pronovost et al. 2004 in Tucker and Singer, 2015). Jones (2003) in Boardman (2004) considered that the great success of HP, PepsiCo, Disney, Walmart, and 3M in the 1980s was due to MBWA. He argued that applying this management style nowadays will allow organizations to succeed. For him, managers can succeed through being open, responsive, and reachable by employees. Observing, listening, sharing employees' interests, and acknowledging the right things done by employees are the key success factors of MBWA. Babcock (2003) in Boardman (2004) stressed on the idea that nowadays due to technological advance, there is an urgent need for applying MBWA, otherwise, serious problems will occur in organizations. He considered three essential factors for managers to succeed which are walking around, listening, and learning, which are characteristics of MBWA.

Even though MBWA has many advantages, it can sometimes harm the organization if practiced excessively. Larson and King (1996) argued that using a lot of authority when practicing MBWA can create a lot of fake interactions, out of fear the employees will act as the manager wants them to in order to give them a good impression. In addition,

this will encourage employees to have multiple attitudes, they will act in the presence of the manager differently than in his absence. As a result, there will be lack of trust between them. AlRawashdeh (2012) stated that MBWA has both advantages and disadvantages from an employee's perspective. There are some employees who do not understand the nature of MBWA and do not favor its application for organizational excellence. They simply don't like to be watched. At the same time, it is very important to make sure that managers apply this concept correctly, in order to not harm their employees and organization. Studies which favored practicing MBWA and believed in its positive impacts on organizational success stressed on the role of the manager or leader. MBWA depends on the manager's personality, communication, and listening skills. Supportive leaders have the ability to practice MBWA correctly because they are always present to guide their employees and solve their problems. Controversially, the studies which showed negative impact of MBWA also related the results to the manager. If managers do not understand the nature of MBWA, they will not be able to apply it correctly, as a result, complications will occur with employees, which by turn, negatively affect their performance.

2.4. Main Literature

Several studies were conducted in the past two decades to test the impact of MBWA on employee and organizational excellence. Some of those studies generated similar results, others were contradictory. Approximately all the discussed studies agreed that the management or leadership style applied in an organization affects the employees' performance. In addition, they stressed on the role of the manager when applying MBWA. It is the managers' responsibility to apply this management style efficiently, otherwise it will negatively impact employees and lead the organization to failure.

Intelligent participative managers have the ability to satisfy their employees by caring and fulfilling their needs. As a result, satisfied employees will perform better and become more committed to their work which leads to organizational excellence. Another similarity between the discussed studies was the ability of MBWA to improve communication between managers and subordinates. Direct contact build stronger relationships between employees and managers who will rely on face to face communication. Being close to employees helps managers have a clear and better understanding about them. They will be able to communicate easily, which will give them the chance to ask for clarifications, and discuss major issues with their managers. Consequently, misunderstandings will hardly arise and error rates will remarkably decrease. Even if MBWA improve communication, Amsbary and Staples (1991) stressed on the idea that both managers and employees must benefit from training sessions to ameliorate their communication skills. It is very important to know how to communicate with others and respect the communication channels, otherwise, messages will not be transmitted correctly, and this increases the error rate and incur organization detrimental losses.

Other MBWA studies results differed, they concluded that MBWA can have negative impact on employees such as Larson and King (1996) who argued that using a lot of authority when practicing MBWA can create a lot of fake interactions and multiple attitudes which leads to lack of trust between managers and employees. Moreover, Tucker and Singer (2015) found that MBWA negatively impacted the nurses' perceptions regarding performance. AlRawashdeh (2012) stated that MBWA has both advantages and disadvantages from employees' perception. Sometimes, the manager presence can harm employees if they do not fully understand its aim. If they believe

that their managers are always watching them out of authority and power, their performance will drop. Those employees must believe that the reason behind the managers' presence is providing help and interfere in the problem solving process to be able to run the organization smoothly. As a result, they will feel more secure, positively affecting their performance.

MBWA was tested in different contexts, researches showed that it is the basis of success of different organizations such as PepsiCo, HP, Walmart, and 3M. In addition, MBWA proved a good impact on administrative employees at government circles in Saudi Arabia, moreover, impressing results were shown in the educational sector. After applying MBWA employees at schools and Universities were able to have better and efficient problem solving techniques. Due to the participation of managers and employees in the decision making process the teams were able to generate better and creative ideas. The debate occurs in the healthcare sector where some studies ensure that MBWA does not have a positive impact on frontline workers in hospitals such as Tucker and Singer (2015) and others argued the opposite such as Shra'ah et al. (2013).

The following section consists of a detailed explanation of the studies related to MBWA. To begin with, Lorenzen (1997) studied the impact of MBWA applied by librarians on patrons trying to detect information. He wanted to see how patrons are affected when interacting with librarians. He considered that wandering around and communicating with patrons is beneficial because it makes patrons feel more comfortable as they get the needed assistance. The important problem they faced was when librarians did not know how to wander, they lead to patrons' confusion because they were not able to provide them with the necessary assistance to complete their research efficiently. The interaction between librarians and patrons is very important,

because most of the time patrons need assistance in detecting the right information. If this assistance is not provided by librarians who should be experts in this field, patrons will not be able to succeed in their research. Barter (1994) argued that the Head Librarian's job is always inadequate in case of not regularly meeting the customers and interacting with them. It is essential for Librarians to know everything about their customers, to be able to detect their needs and provide them with better service. This can never be achieved from their offices, MBWA is the only way to reach this objective. Second, librarians have to motivate and satisfy their front line employees to better perform and achieve their goals. Barter (1994) considers that libraries are characterized by high levels of bureaucracy and by a rigid organizational structure, for this purpose Librarians need to empower their subordinates, otherwise, their performance will be negatively affected. Moreover, Langley (nd) conducted a study at Hampton University to prove the impact of MBWA on employees and its effect on achieving their organizational visions. 200 surveys were distributed to students who had to answer 10 essential questions. Relating to MBWA, the majority of students strongly agreed that MBWA positively affect the flow of information between managers and subordinates. In addition, they saw that MBWA enhances employees' understanding of the organizational vision. Finally, the majority of students stated that they favor practicing MBWA especially in their organization to be able to interact with their managers. To conclude, the findings of this study showed that communication is a key factor for running an organization efficiently. Managers must select the best possible communication channels to make sure that their messages are correctly transmitted to avoid misunderstandings and increase the organizational success rate. Moreover, MBWA is helpful for managers to provide employees with necessary clarifications

regarding the organizational strategy, and allows managers to know everything happening in their areas of responsibility. Finally, without effective communication, managers will never reach their organizational goals and objectives. Because MBWA is a key element for an efficient communication, if practiced correctly, MBWA can lead to organizational success. Furthermore, Al-Eyedi, (2010) in AlRawashdeh (2012) found that universities in Jordan are characterized by high levels of effectiveness in decision making due to relying on MBWA. This can be justified because when both managers and employees participate in the decision making process, new and better ideas might arise. This leads to an efficient decision making process. Moreover, Johnston (2003) in Boardman (2004) highlighted the importance of applying MBWA at California schools. Teachers were highly impressed with the results, because after dividing the schools to floors, the principals were able to visit every classroom in 30 to 50 minutes which reduced problems between teachers and students.

AlRawashdeh (2012) tested the impact of MBWA on organizational excellence in Arab Potash Company in Jordan which is the largest Potash producer around the world. The study indicated that MBWA variables “discover facts, improve communication, motivation, development and creativity, feedback” (P.526) and organizational excellence are interrelated. Furthermore, Suhaimi (2012) in AlRawashdeh (2012) studied the impact of MBWA on empowering administrative employees in the government circles at in Saudi Arabia. The results showed a high significance between MBWA and employee empowerment. When employees see that their manager is always reachable and ready to help them and solve their problems, they will be more empowered to achieve their objectives. To be able to achieve organizational excellence AlRawashdeh (2012) suggested to provide an organizational environment relying on

participative and supportive managers. In addition, AlRawashdeh (2012) stressed on the necessity of educating employees about the significance of organizational excellence through training sessions, seminars, and workshops. The major limitation of this research was the inability of generalizing the collected results. To demonstrate that management by walking around improves healthcare employees' commitment, and build stronger relationships, Beil-Hildebrand (2006) conducted a study in one of the German Hospitals "Jo-Care" through a six-month observation of daily activities in the nursing department. The results showed that management by walking around positively influences subordinates' confidence, and improves team work. Moreover, an important finding of this study indicated that employees at this hospital were highly motivated and committed to their organization. However, a main practical implication of this study was represented by high pre-commitment and motivation levels among employees. "They were passionate about their healthcare work and they actively engaged in in open communication and organizational development" (P. 1). This was not completely related to MBWA, as a result the author questioned its impact on high trust work related relationships. Beil-Hildebrand (2006) concluded that practicing MBWA reduces tension between employees. However, it cannot eliminate it due to the confusion that might occur when transmitting messages. Trust between managers and nurses at German Hospital always existed but MBWA helped extending these trust based relationships between all hospital's employees. In addition, MBWA helped managers exercise better control over their subordinates without risking high resistance from those subordinates. This study was not able to attribute a positive effect of MBWA on trust based relations, however, the study proved that MBWA is able to enhance the communication process between managers and employees through face to face

interactions. Moreover, McKinney (2009) proved that sometimes management by walking around helps managers and employees perform any task efficiently. McKinney (2009) study intended to find the relationship between nurses' satisfaction and time managers allocate to them during their rounds. The results confirmed that sometimes the observations done by managers when wandering around nurses lead to the modification of certain commands for effectively achieving certain tasks. A positive relationship between these two variables was detected, the more managers spend time wandering, directing, and providing employees with a healthy and comfortable working environment, the more nurses were able to accomplish their tasks successfully. In addition, the study determined that the more the managers spent time with the nurses, the nurses' satisfaction level will increase. As discussed in the previous studies, MBWA allows the managers to know everything happening in their area of responsibility. This management style improves the communication process through being in continuous direct contact with employees, as Peters and Waterman (1982) stated MBWA is the "technology of keeping in touch, keeping in constant informal contact" (P. 123); they claimed that this innovative tool allows managers to keep an eye on employees in addition to the working conditions. Moreover, it motivates employees due to engaging them in the work related issues, moreover, MBWA is a key factor for developing organizations and enhancing creativity rates. Encouraging teamwork, allow managers and employees to discuss and benefit from each other's ideas to come up with the best possible outcomes especially through informal ways. The Study of Al-Harahsha and Al-Bashabsha (2006) in Shra'ah et al. (2013) confirmed that organizational commitment is interrelated with employees' needs. When managers work on fulfilling employees' needs, they will become more satisfied and motivated;

consequently, employees will become committed to their organization emotionally, ethically, and continuously.

As studies showed, MBWA has a positive impact on communication between managers and employees. Andrews and Andrews (2004) in Langley (nd) stated that management is equivalent to communication. Communication, whether direct or indirect is included in every managerial task or function. Managers need to communicate while planning, organizing, directing, and leading. Communication is not only used to transmit information, but also to impact and influence other people to reach organizational objectives. Similar to other studies, Hindle (2008) stressed on the idea that even if MBWA is essential for every organization, managers might not apply it correctly, leading to negative consequences. Sometimes employees feel that managers target them when wandering to detect their mistakes and hold them accountable. It is the managers' role to make sure that those employees fully understand their aim through regular meetings and visits to all employees. Moreover, Hindle (2008) argued that MBWA is beneficial for organizations facing high levels of stress. However, this management style must be applied before the stress arises, otherwise, it will not be effective. This is true because when working under exceptional stress, employees will not perform as they should, and because of working under pressure, wandering around employees will not be beneficial because it will increase pressure among them. When applied before the stressful situation, such as a takeover, MBWA will help both employees and managers overcome such situations due to their strong relationship, and high level of trust between them. Finally, Luria and Morag (2012) introduced a modified MBWA version to improve safety through a three-year period case study performed at a semiconductor fabrication facility. They combined MBWA with an information system to allow safety

leadership application, and safety learning and participation for employees. Findings of the study confirmed that applying safety management by walking around (SMBWA) facilitated the tours made by both employees and managers who applied safety leadership behaviors. The main role of the information system was to gather safety related information, behaviors, and conditions and support safety managerial activities.

2.5. Detailed Assessment of Literature in Healthcare Context

Rad and Yarmohammadian (2006), argued in their study that the leadership styles applied by hospital managers in Iran affect employees' satisfaction. It is true, since working with task-oriented managers can be harmful and demotivating for employees who would rather prefer working for their own instead of organizational interest. On the other hand, working with people-oriented managers can be very beneficial for employees, because managers will work for the well-being of their subordinates. However, this management style might be harmful for organizations due to the possibility of delay in achieving organizational objectives. To be on the safe side, it is better to apply a combination of both people and task oriented leadership styles to ensure that both the organization and employees are benefiting. This combination helps increasing employee satisfaction and achieving organizational objectives in the best possible manner.

A very important issue regarding hospitals is that when applying MBWA, medical errors will remarkably decrease, because nurses will be directly supervised. Thus, messages will be transmitted correctly due to face to face communication, and as a result, there will no longer be as many misunderstandings (Tucker and Singer, 2015). Furthermore, MBWA led to major positive improvements in some hospitals, due to

finding fast and effective solutions to some problems. This management style gives the impression that managers are serious about problem solving. In addition, MBWA reduces costs, because covering medical errors is very costly (Tucker and Singer, 2015). Moreover, Shra'ah et al. (2013) found that in Jordanian Hospitals practicing management by walking around was not frequently applied. In their study they were trying to test how MBWA helped the nurses and doctors determine what was happening in their workplace, how MBWA affected the organizational development, enhanced communication, and motivated employees. Results showed that the level of commitment of the nurses and doctors at Jordanian Hospitals was not high. Due to the collected results, Shra'ah et al. (2013) concluded that MBWA had a significant impact on the level of commitment of doctors and nurses in the tested hospitals. In order to increase the level of commitment and motivation of Jordanian nurses and doctors, Shra'ah et al. (2013) suggested that those nurses and doctors should be trained to practice management by walking around, and collaborate with managers to be able to reach success. Moreover, practicing MBWA would help them build stronger relationships based on trust and respect. A study by Amsbary and Staples in 1991 conducted at a large Midwestern hospital showed that MBWA highly improves the communication process between managers and subordinates, especially in nursing departments, because when staying around the nurses, the managers will directly communicate with them, listen to their problems, and see what difficulties they are facing so that they can improve their working conditions. However, a crucial element to ameliorate communication for them beside MBWA is benefiting from training sessions regarding the communication skills.

Controversially, Tucker and Singer (2015) found in their study, done in 19 randomly selected hospitals over an 18-month-long period of time, that MBWA negatively impacted the nurses' perceptions regarding performance. The results showed that in hospitals, the presence of supervisors with frontline workers to monitor them could be detrimental to those workers unless a greater percentage of easily solved problems was accomplished resulting more problem solving. In addition, nurses benefited from the MBWA program when supervisors took full responsibility for problem solving.

Putting MBWA in a healthcare context, there are studies that favor the application of MBWA in hospitals due to the effective problem solving techniques it provides. However, other studies found that this management style cannot positively affect frontline workers' performance. To ensure positive effects for practicing MBWA managers must ensure that their subordinates fully understand the nature of such practice, they should also work on building strong trust worthy relationships with their subordinates to avoid the fake reactions. Caring for front line workers' well-being at hospitals will motivate them to provide better performance. Further, it is important to mention that continuous education and training sessions related to communication skills can also help managers practicing MBWA succeed in their missions.

2.6. Summary and conclusion

In conclusion, studies showed that the management style applied in any organization affects its employees' performance. MBWA is known as an informal approach in which managers directly interfere in their subordinates' daily activities. This management style is applied by spending time with employees and interacting with them through regular visits and meetings. MBWA was tested in different contexts, some studies

highlighted its positive impact on employees' performance and organizational excellence, others, proved the contrary. However, all discussed studies stressed on the positive relationship between MBWA and communication. MBWA improves communication due to the continuous interaction between managers and subordinates through informal communication channels. Moreover, studies stressed on the role of managers in applying MBWA; it is the managers' job to apply MBWA effectively through explaining its aim and nature to their subordinates to avoid misunderstandings. Because researches proved the significance of practicing management by walking around; and because there are some contradictory studies related to healthcare system, this research will study the perceived merits of this management style practiced at Albert Haykel Hospital to detect whether it is positively impacting this organization or not. This will be achieved based on the previous studies through distributing questionnaires for the employees at this hospital and interviewing some supervisors practicing MBWA. Findings of this study will be compared to the findings of the previous studies in order to detect the similarities and differences between them.

Chapter 3

The Methodology

3.1. Introduction

Kothari (2004) considered research as an exploration and investigation of new information to gain knowledge about a certain subject. The main objective of any research is to find hidden answers through applying logical strategies. Research contributes to developing knowledge and improving literature; it allows the search for the truth through observing, comparing, and testing to be able to find a logical solution to any problem. Moreover, research provides authors with the possibility of generalizing the conclusions of their studies in addition to formulating new theories. Kothari (2004) claimed that research can be accomplished using two main approaches, the quantitative approach and the qualitative approach. The quantitative approach can be divided into three main categories which are the inferential, the simulation, and the experimental. To begin with, the inferential approach refers to studying a sample through observation and survey. Then the conclusions are generalized to the whole population. Second, the experimental approach is characterized by high levels of control, and refers to studying the impact of some variables on other variables. Finally, the simulation approach includes observation through the creation of an artificial situation within which data can be collected. On the other hand, the qualitative approach to research highly depends on the researcher's impressions, insights, and perceptions; it is a personal assessment of attitudes, behavior, and opinions accomplished through interviews. Kothari (2004) claimed that there is a significant difference between

research methods which are the techniques used by researchers when conducting a study and research methodology which is a rational approach to solve the research problem. Kothari (2004) considered the research methods as part of the methodology which is characterized by a wider scope. The following part consists of a detailed explanation of the methodology of this research. First, through a philosophical discussion, the difference between positivism, interpretivism, and triangulation will be clarified. Second, the research orientation will be explained by providing an overview about deductive and inductive research. Then, detailed information about the population and sample of interest will be provided. The relevance of the researched hospital will be highlighted through a summary which describes the evolution of this hospital and highlights its strengths that differentiate it from its competitors. Moreover, the breakdown of employees will be clarified by specifying the departments at this hospital and the hierarchy adopted between managers and employees. In the research strategy and methodology part, the case study which is a characteristic of this research will be defined and explained in addition to a detailed discussion of questionnaires which are the data collection tools for this research. Finally, a brief conclusion will be provided to summarize the chapter. The following part consists of a philosophical discussion; of three points of view: positivism, interpretivism, and triangulation.

3.2. Philosophical Discussion

Trochim (2006) argued that epistemology and methodology are significantly interrelated sciences; however, there is a difference between them. To begin with, both epistemology and methodology refer to the way of enriching a certain knowledge, yet, methodology is more practical by nature. Trochim (2006) stated that methodology stresses on the precise techniques that might be used to have a better understanding of

ones' surrounding. Trochim (2006) argues that people think of science as a narrow, boring and complicated subject, a concept that dates back to the era when science was dominated by the positivists' philosophy that supported this notion. The concept of science evolved to a period of post-positivism where the argument of positivists about science was no longer practical. To begin with, Trochim (2006) defined positivism as the state of mind that considers describing an experienced phenomenon as the main objective of knowledge. Positivists believe that science is determined to discover the unknown but only through what can be measured and observed. Similarly, Henderson (2011) stated that "The assumptions of positivism are that truth is an independent part of a whole" (p. 341). Positivists believe that relying on science in a research study helps in maintaining higher levels of objectivity, especially when applying a deductive reasoning approach. On the other hand, Durning (1999) considered the beliefs of interpretivism or phenomenology as contradictory to positivism. Durning (1999) defined interpretivism as the search for the knowledge but not in a scientific manner, while Guba (1985) in Durning (1999) stated that the interpretivism research dimension considers the researcher as "collaborator" in the research study through setting and implementing the best possible policies for a given situation. Jennings (1987) in Durning (1999) argued that the purpose of interpretivism is to provide a rational interpretation of the requirements of the community interest. Finally, Henderson (2006) in Henderson (2011) argued that since it is believed that understanding relies on a variety of realities, the main focus should be on the context. When conducting a research, Henderson (2006) in Henderson (2011) stated that phenomenologists rely on inductive reasoning and qualitative data collection tools. Trochim (2006) considered post-positivism as the philosophical dimension that combines both positivism and

interpretivism. For Trochim (2006), the main purpose of post-positivism is to maximize the level of objectivity in any research study through depending on both quantitative and qualitative data collection tools, which is known as Triangulation. According to Trochim (2006), post-positivists believe in a goal that they cannot achieve, which is the consistent search and understanding of reality. Trochim (2006) stressed that for post-positivists to smoothly reach the truth, they should use triangulation and a variety of measures especially that the used sources might provide errors. Henderson (2011) suggested that it is better to apply the post-positivism approach in a research study because post-positivists intend to reveal how people perceive reality.

The purpose of this research study is to learn the perceived merits of MBWA at Albert Haykel Hospital. The use of quantitative data collection tools will be helpful to get credible and valid results free of biases. As a result, the philosophical dimension that will be applied in this study will be positivism because this philosophical dimension ensures higher levels of objectivity. The quantitative methods will allow the collection of mass information from a large number of nurses and administrative employees whom it is impossible to interview.

3.3. Research Orientation

Trochim (2006) argued that when conducting a research, there are two possible reasoning approaches to adopt, the inductive approach and the deductive approach. To begin with, deductive reasoning relies on previous theories related to the researched subject to formulate a specific hypothesis to test. After testing the hypothesis, the collected results allow the researcher either to confirm previous theories or to reject them. Moreover, Trochim (2006) stated that the researcher adopting the deductive

reasoning must start with a general idea to reach a more specific one which is known as a top-down reasoning approach. However, Trochim (2006) claimed that the researcher adopting the inductive reasoning approach, known as a bottom-up reasoning approach starts with a specific issue or observation, then identifies patterns and consistencies, formulates a hypothesis to test, and finally, generalizes their results and conclusions to develop new theories. The inductive reasoning approach as Trochim (2006) argued is more flexible and experimental while the main objective of the deductive approach, which is narrower by nature, is testing and confirming hypotheses. Trochim (2006) stated that the majority of social studies include both inductive and deductive approaches at some point. This research which aims to learn the perceived merits of management by walking around at Albert Haykel Hospital is characterized by a deductive reasoning approach because it relies on previous studies related to this management style. The results will be compared to the results of the previous studies, especially the studies related to the healthcare system, to detect the similarities and differences between them.

3.4. Population and sample of interest

Albert Haykel Hospital is a family owned institution characterized by a small board of directors which includes “Mr. Richard Haykel” as Chairman, his family, and an advisory board as members. At this hospital, they work on achieving four essential goals which are meeting patients’ and partners’ expectations, improving efficiency and quality of care, optimizing economic efficiency, and ensuring the adequacy of activities and the best allocation of resources. This Hospital is characterized by a functional organizational structure with high levels of specialization and centralization. Management responsibilities are divided by function; each department has its own

mission, vision, goals, and objectives; however, they are all interrelated. To be able to reach the planned goals and objectives, those departments maintain high levels of coordination and cooperation either directly or through the CEO, using different effective channels of communication. The Chairman appoints the General Manager who is “Dr. Nissrine Bazerbachi” who directly reports to the former and to the board of directors and to whom all managers should report. In coordination with the board of directors, the General Manager hires the consultants, lawyers, and the external and internal auditors who directly report to her. At this hospital, the General Manager is also the Head of the Quality Control Department whose mission is to control the quality of service provided. In addition, one of the major tasks of the General Manager is to assign the Medical Director, currently “Dr. Lise Abi Rafeh Kheir”. Dr. Bazerbachi appoints the committees such as the Directors’ Committee, Recruitment Committee, Medical Committee, and Executive Committee. These committees are responsible for planning, organizing, controlling performance and execution of tasks, setting strategies and decision making. The major responsibility of the executive Committee is to make sure that all decisions are implemented correctly. All Medical departments including the Diet Center and doctors should directly report to the medical director who is responsible for medical decision making. Moreover, each of the remaining departments has a manager to whom employees and supervisors must report. Those managers directly report to either the general manager or the medical director. Those departments include:

Albert Haykel Hospital Departments		
Chemotherapy	Anesthetics	Infection Control
Pharmacy	Biomedical Department	Information Technology
Medical Imaging	Blood Bank	Intensive Care Unit
Pediatrics	Dietetics and Nutrition	Laboratory
Medicine	Engineering Maintenance	Laundry Services
Cardiology	Environmental Services	Neonatal Intensive Care Unit
Surgery	Fire Safety	Obstetrics
Emergency Room	Human Resources	Procurement
Medical Archives	Quality Control	One Day Surgery
Admissions	Waste Management	Operating Room
Finance and Accounting	General Continuous Education	Patient Safety
General Sterile Supply	Cardiac Catheterization Laboratory	Physical Therapy

Table 1: Albert Haykel Hospital Departments

Source: <http://www.hopitalhaykel.com/home/en/medical/departments>

Nursing Administration Departments		
Chemotherapy	Medicine	Obstetrics
One Day Surgery	Operating Room	Emergency Room
Intensive Care Unit	Cardiac Catheterization Laboratory	Neonatal Intensive Care Unit
Pediatrics		

Table 2: Nursing Administration Departments

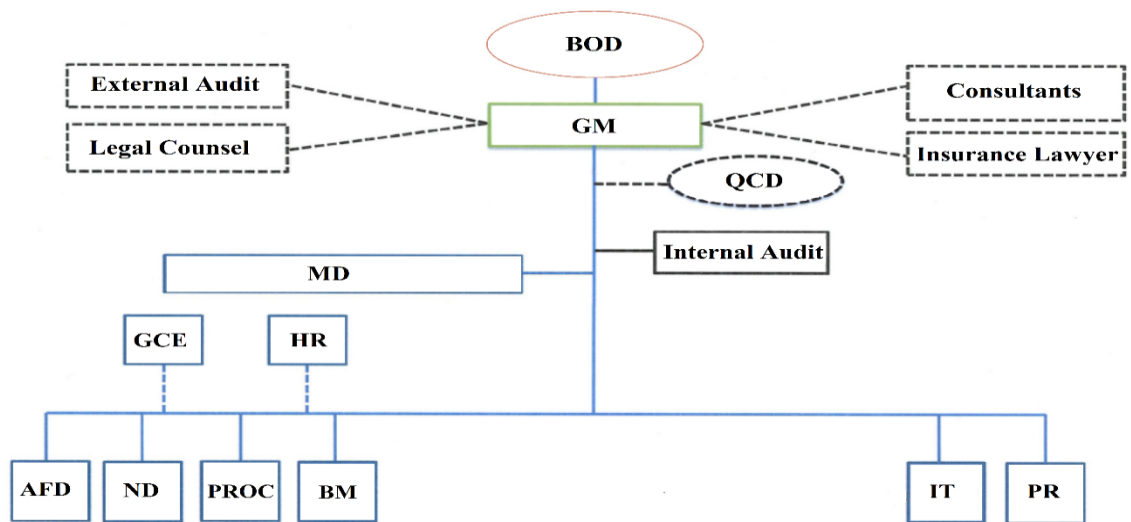


Fig. 1: Albert Haykel Organizational Chart

Index

BOD: Board of Directors

GM: General Manager

QCD: Quality Control Department

MD: Medical Director

GCE: General Continous Education

HR: Human Resources Department

IT: Information Technology Department

PR: Public Relations

BM: Biomedical Engineering and Maintemence Department

PROC: Procurement

ND: Nursing Direction

AFD: Administrative and Fiancial Department

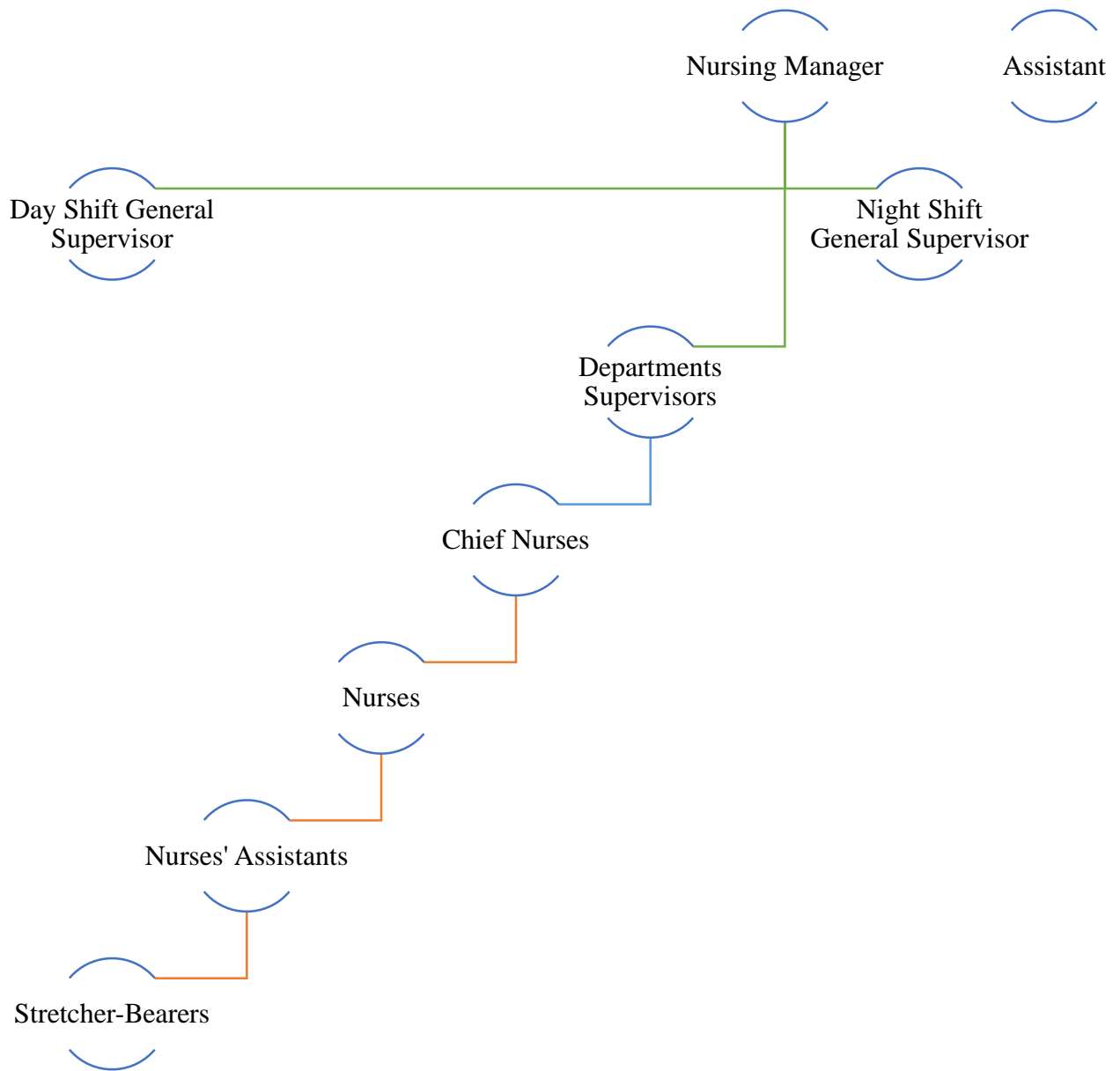


Fig. 2: Albert Haykel Hospital Nursing Administration Organigram

	DSI	Surv.	IDE	Inf.	SF	AS	Technique	Branca rdier	Assist ante	Total
ER:	0	1	13	4	0	0	0	0	0	17
CL:	0	1	2	1	0	0	0	0	0	3
ICU:	0	1	12	1	0	3	0	0	0	16
E1:	0	1	14	11	0	3	0	0	0	28
OR:	0	1	25	3	0	0	4	0	0	32
E2:	0	1	14	8	0	5	0	0	0	27
OB:	0	1	0	11	10	2	0	0	0	23
CC:	0	1	13	1	0	3	0	0	0	17
NICU :	0	1	16	0	0	0	1	0	0	17
CH:	0	1	6	0	0	3	0	0	0	9
DSI:	1	2	0	0	0	0	0	3	1	4
Total :	1	12	115	40	10	19	5	3	1	193

Table 3: Distribution of Nurses

Each department related to the nursing administration includes a number of nurses who directly report to a chief nurse who directly reports to the department supervisor. Every supervisor has to apply the management by walking around style through wandering in their departments many times per day and checking every single issue. Moreover, each supervisor takes charge of all the departments, once every ten days. During their visits to the different departments, supervisors coordinate, organize, solve problems, and monitor the nurses' performance. Before the end of their shifts, they submit detailed reports to the nursing director who reviews them and coordinates with the medical director for proper decision making. Those reports are also discussed in the regular meetings with the General Manager. Furthermore, the nursing director manages the subordinates by visiting all departments on a daily basis. Hierachy is highly respected at Albert Haykel Hospital: employees can never communicate with top management without referring to their managers. The General Manager interferences in the decision-making process in case of problems and mistakes. Furthermore, there is high level of

organization and control at Albert Haykel Hospital. This management style is clearly stated in the mission statement of the nursing administration. Day and night shift supervisors have to regularly visit every department at the hospital, organize, control, evaluate the employees' performance, and write work related reports. Moreover, these supervisors must collaborate with the supervisor of every department to make sure that daily operations are running smoothly to avoid any conflict. It is clear that the key success factor for the supervisors at Albert Haykel Hospital is the effective communication, cooperation and collaboration among team members and the effective management of employees. Daft (1995) stated that even though the functional organizational structure can be very beneficial for an organization, it might also lead to negative consequences. The major strengths of a functional organizational structure according to Daft (1995) are its ability to increase economies of scale, develop skills, and enable the accomplishment of functional goals and objectives. However, there are some weaknesses that make this organizational structure ineffective; its major weakness is the centralization of the decision making at the top of the organization which is highly applicable at this hospital. Second, "having plenty of departments in an organization makes the adaptation to change slower and creates poor coordination among those departments, which reduces the innovation levels" (P. 204).

On the other hand, the administrative department at Albert Haykel Hospital is characterized by a different division based on specialization. The administrative manager Mr. Hamid Bou Dib directly reports to the general manager and relies on management by walking around to be able to manage his team efficiently. The assistant of the administrative manager coordinates daily tasks with the administrative team and reports to the manager. In addition, the assistant is responsible for all the transactions

related to the Ministry of Public Health. This department includes a supervisor responsible for managing the admissions, billing, sorting and delivering invoices, and collecting the money. As stated above, the employees' division is based on specialty, as every employee is responsible for the transactions and approvals related to one or two guarantors such as Social Security, Ministry of Public Health, Lebanese Army, Insurance, Internal Security Forces, General Security Forces, Governmental Security forces, and others. Moreover, the department includes an internal invoicing team responsible for invoicing and providing the approvals for the patients admitted at the hospital, as well as sorting the monthly invoices. The external invoicing team is in charge of invoicing and providing the approval for patients who are admitted to and leave the hospital at the same day. Finally, the billing team controls the invoices to prevent any losses and the collection team follows up collecting money from guarantors to provide the hospital with cash money and reduce the amounts due.

To be able to achieve the purpose of the study, which is studying the perceived merits of MBWA applied at Albert Haykel Hospital, the population of interest is determined to be all the nurses and administrative team employed at the Hospital. The total number of nurses is 193. Moreover, the administrative team includes 67 employees. This population is easily counted, and because they are all educated, it will be very helpful to work with them. In addition, there will be easy access to all of them at their place of work or at their homes because most of them live in North Lebanon. Furthermore, there will be no language issues because the majority of them speak two to three languages. Finally, since they are all educated and as this study will not harm their careers, the nursing staff is expected to highly cooperate. With a population of only 261 persons, it is possible to apply a census method and work with the whole population. This sampling

method allows the usage of both quantitative and qualitative approaches, and can be considered as random, homogenous, and highly representative of the population, which reduces biases and leads to valid and accurate results.

3.5. Research Strategy and Methodology

This research is conducted at a specific entity, Albert Haykel Hospital, as a result the strategy will be a case study; moreover, it is considered a snapshot because it is conducted at a specific time (2018). To begin with, Yin (2003) defined the case study as an experimental review which examines an existing phenomenon within its actual context particularly when the boundaries between phenomenon and context are not clear. In addition, Yin (2003) considered the case study as a survey that deals with a unique situation, depends on several sources of evidence, and benefits from the development of theoretical proposals to guide data collection and analysis. Simões and Rodrigues (2011) considered that choosing a case study as research strategy is very beneficial as it “provides a better understanding and content theorization” (p. 6). Moreover, Zainal (2007) considered that case studies provide the researchers with the ability of discovering and understanding complex issues. To be able to achieve a valid and credible case study, Yin (2003) in Simões and Rodrigues (2011) suggested the use of three key elements which are triangulation, database construction, and an evidence chain.

In addition to being a case study, this research is characterized by using surveys. Trochim (2006) considers a survey as a significant measurement technique in research, including two major types, the questionnaire and the interview. Questionnaires must be filled by respondents and are considered paper and pencil tools (Trochim, 2006). questionnaires are characterized by a main advantage represented by the ability of the researcher to collect them within a short time scale while preserving the privacy and anonymity of the respondents, which guarantees higher levels of reliability and

transparency (Trochim, 2006). Interviews are categorized as the most interesting measurement techniques as “they necessitate a personal sensitivity and adaptability as well as the ability to stay within the bounds of the designed protocol” (Trochim, 2006, p: 131). There are two types of interviews which can be held either face to face or through a telephone conversation, but face to face interviews are considered to be more effective because the interviewers will be directly interacting with the interviewees which will allow them to construct a personal impression and opinion about them. In addition, a major disadvantage related to interviews is that they are considered time consuming and demand a lot of resources; however, they guarantee higher levels of precision, sensitivity, reliability, and integrity which leads to better results free of biases (Trochim 2006). Depending on diverse research strategies such as case study and survey is considered as enriching and valuable for any research study. However, the major weakness of the case study is represented by the inability of generalizing the collected results, which negatively affects the external validity. In this research study, there are no intentions of generalizing the findings, its objective is to learn, study, and benefit from the experience of this particular entity. Data collection will be achieved through the use of questionnaires that nurses will fill in private after they receive them from their supervisors. As a result, this study will depend on quantitative approaches to guarantee better findings.

3.6. Data Collection Tools

As stated previously, the subjects of this study are 261 employees at Albert Haykel Hospital divided into two major departments, nursing and administration. The data was collected using quantitative techniques, and mass information was collected from employees through questionnaires which were divided into two main sections. To begin

with, section one included the background information which is defined as the demographic variables related to the respondents such as gender (male – female), age, years of experience at Albert Haykel Hospital, current position, years of experience in the current position, and the educational level (technical / secondary, bachelor, master’s, doctorate, and other). Section two consisted of eighteen statements related to management by walking around; those statements were based on the study of Jonathan H. Amsbary and Patricia J. Staples “Improving Administrator / Nurse Communication: A Case Study of Management by Wandering Around” which was published in “The Journal of Business Communication” in 1991. The eighteen addressed statements are divided into four main categories:

- Definitions
- Positive effects of management by walking around
- Negative effects of management by walking around
- Expectations

The following table shows how the eighteen statements of management by walking around are categorized:

Category	Addressed Statement
Definitions	I would like to see my manager visiting me during my shift.
	Administrative rounds create an opportunity for managers to observe the units and departments in action.
Positive effects	Administrative rounds create an opportunity for managers to interact with employees.

	Administrative rounds create an opportunity for managers to see if there are any problems.
	Administrative rounds create an opportunity for managers to check on performance.
	Administrative rounds allow me as employee to freely express my problems.
	Administrative rounds let the manager see the working conditions.
	Administrative rounds allow me as employee to better know my manager.
	As a result of administrative rounds managers take action on concerns I have expressed.
	Administrative rounds improve the flow of information between managers and employees.
	Face-to-face communication between managers and employees lead to improved performance.
	As a result of administrative rounds, I get to know my manager more.
Negative effects	Managers do not act on concerns expressed to them during administrative rounds.
	I feel like managers are snooping and checking up on me during administrative rounds.
	Managers do not spend enough time with employees while conducting administrative rounds.

	I am too busy to talk with a manager during administrative rounds.
Expectations	I expect managers to take action on concerns that I express to them during administrative rounds.
	I expect managers to obtain feedback from me during administrative rounds.

Table 4: Categories of Management by walking around statements

The following table represents a summary of the chosen sample for both administrative and nursing departments, and reveals the number of distributed and collected questionnaires from the respondents:

Department	Distributed questionnaires	Collected Questionnaires
Administrative Department	67	51
Nursing Department	194	135
Total	261	186

Table 5: Summary of the chosen sample

3.7. Conclusion

In conclusion, by definition a research study refers to searching for the unknown to enrich one's knowledge. It can be achieved using either quantitative or qualitative techniques or a combination of both which is defined as the triangulation method. This research will be achieved based on the positivists philosophy which will thrive to maximize the objectivity level. In addition, because of relying on previous studies related to MBWA, the deductive reasoning approach will be applied. This study will be conducted at Albert Haykel Hospital, which is categorized as one of the top five hospitals in North Lebanon. This hospital significantly relies on MBWA in their nursing

and administrative directions. This management style is integrated in the mission statement of the nursing administration, which will allow studying its perceived merits on the nursing department and organizational excellence. Further, this study is considered as a case study which will rely on questionnaires as data collection tools. The collected results will be analyzed in order to achieve the purpose of the study.

Chapter 4

The Analysis

4.1. Introduction

A total of 261 questionnaires were distributed to the Nurses and administrative employees at Albert Haykel Hospital of which 186 filled questionnaires were returned and analyzed using SPSS – The Statistical Package for The Social Science program. This chapter attempts to analyze the data provided by the participants through the questionnaires for the purpose of studying the perceived merits of management by walking around at this hospital. The analysis framework which consists of a description of the quantitative methods used in this study, and a reliability analysis will be discussed in the first part of this chapter. Then, in the second part, the findings will be analyzed and discussed using descriptive statistics, inferential statistics, and correlations.

4.2. The Analysis Framework

This study is based on quantitative research methods which rely on analyzing numerical data using statistical techniques in order to achieve objective, robust, and precise results. The collected data will be analyzed using descriptive, inferential statistics in addition to correlations. To begin with, Bluman (2013) defines descriptive statistics as collecting, organizing, summarizing, and presenting data; whereas, Bluman (2013) considers that inferential statistics consist of creating estimations and predictions, formulating hypothesis, testing, and defining relationships between variables to be able to generalize the findings from small samples to larger populations. Gogtay and Thatte

(2017) explain the correlation analysis as determining the presence of a relationship among two or more quantitative variables. Correlation analysis demonstrates the “strength” or the “extent” in addition to the direction of a relationship between variables. Gogtay and Thatte (2017) stated that a +1 correlation coefficient shows a perfect positive linear relationship between the studied variables, though, a -1 correlation coefficient confirms the presence of a perfect negative linear relationship among variables, and a zero correlation coefficient indicates the absence of a linear relationship between the studied variables.

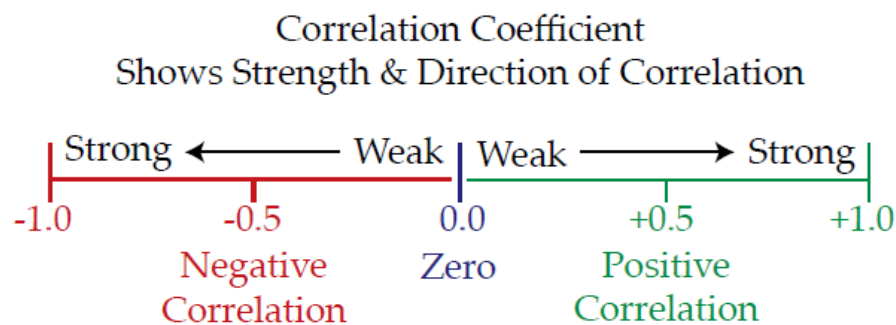


Fig. 3: The Spectrum of the correlation coefficient (-1 to +1)

Source: (Gogtay and Thatte, 2017, p. 79)

In order to enhance the accuracy and validity of results, this study depends on the most common objective reliability test which is Cronbach Alpha essential to measure the homogeneity of any sample. Tavakol and Dennick (2011) specified the purpose of Cronbach Alpha as determining the internal reliability of a test or scale, usually indicated through a number between zero and one. Tavakol and Dennick (2011) considered that the adequate values of this test must vary among 0.70 and 0.95, any value of alpha below 0.70 could be due to a low number of questions, absence of interrelation among variables, and choice of a heterogeneous sample to study. However, Tavakol and Dennick (2011) related reaching a value of alpha higher than 0.90 to the

absence of a relationship or conflict between the studied variables. As a result, to be considered as reliable, the value of alpha in any study or project must not exceed 0.90.

The case processing summary table below shows that 186 questionnaires were studied in this research, those questionnaires were valid at a 100% level, no exclusion or deletion of any case was made.

Case Processing Summary			
		N	%
Cases	Valid	186	100.0
	Excluded ^a	0	.0
	Total	186	100.0
a. List-wise deletion based on all variables in the procedure.			

Table 6: Case Processing Summary

The reliability statistics table below shows that the value of alpha which is required to vary between 0.70 and 0.95 is 0.827 or 82.7% this value is higher than the required level which is 70% which leads to concluding that the selected sample to study was homogenous, moreover, the value of alpha confirms that the studied elements of management by walking around are highly consistent.

Reliability Statistics	
Cronbach's Alpha	N of Items
.827	21

Table 7: Reliability Statistics

In order to ensure higher levels of reliability and to be able to check the consistency of the participants' answers, the questionnaire included one question that was asked twice but using two different sentence structures and paraphrasing. The correlations table below summarizes the validity of the answers provided for those two questions:

Correlations			
		As a result of administrative rounds, I get to know my manager more	Administrative rounds allow me as employee to better know my manager
As a result of administrative rounds, I get to know my manager more	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	186	186
Administrative rounds allow me as employee to better know my manager	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	186	186
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 8: Reliability Analysis

The above table shows that correlation is significant at 0.01 or 1% level which is considered a high correlation level. This reflects that participants answered the asked questions in a reliable and consistent manner; this conclusion is due to the presence of a strong linear relationship between the provided answers for those two questions.

4.2.1 Descriptive Statistics

As stated in the previous part, Bluman (2013) defines descriptive statistics as collecting, organizing, summarizing, and presenting data. In this section of the chapter all the nominal, ordinal, and metric data provided by the sample will be profoundly described. The demographic section of the questionnaire which includes the gender of the respondent, age of the respondent, years of experience, type of work, position of the respondent, experience in current position, and educational level of the respondent was

entirely answered by all respondents, there was no missing responses related to this part in the questionnaires.

Statistics									
		Department in which the respondent works	Gender of the respondent	Age of the respondent (ordinal)	Experience at Albert Haykel Hospital (ordinal)	Type of work of the respondent	Position at Albert Haykel Hospital	Experience in current position (ordinal)	Education level of the respondent
N	Valid	186	186	186	186	186	186	186	186
	Missing	0	0	0	0	0	0	0	0

Table 9: Statistics

Questionnaires were distributed to the two major departments at Albert Haykel Hospital, the Nursing Department, and the Administrative Department. The Nursing Department includes eleven subdivisions which are: Emergency Room (ER), Coronary Care Unit (CL), Intensive Care Unit (ICU), First Floor (After Surgery Care) (E1), Operating Room (OR), Second Floor (Medicine) (E2), Maternity (OB), Pediatrics (CC), Neonatal Intensive Care Unit (NICU), Chemotherapy (CH), and the Nursing Direction (DSI). However, the Administrative department major subdivisions are: Admission Office, Facturation Interne, Facturation Externe, Billing, Collection, Pharmacy, Warehouse, Biomedical Engineering, IT, Accounting, Collectors (Drivers), Purchasing, Sterilization, and Laundry. The table below shows the frequency of the respondents based on their subdivisions:

Department in which the respondent works					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ER	5	2.7	2.7	2.7
	CL	3	1.6	1.6	4.3
	ICU	10	5.4	5.4	9.7
	E1	23	12.4	12.4	22.0
	OR	24	12.9	12.9	34.9
	E2	24	12.9	12.9	47.8
	OB	11	5.9	5.9	53.8
	CC	13	7.0	7.0	60.8
	NICU	13	7.0	7.0	67.7
	CH	8	4.3	4.3	72.0
	DSI	1	.5	.5	72.6
	Admission	17	9.1	9.1	81.7
	Facturation Interne	4	2.2	2.2	83.9
	Facturation Externe	1	.5	.5	84.4
	Billing	3	1.6	1.6	86.0
	Collection	1	.5	.5	86.6
	Pharmacy	1	.5	.5	87.1
	Warehouse	7	3.8	3.8	90.9
	Biomedical engineering	1	.5	.5	91.4
	IT	1	.5	.5	91.9
	Accounting	4	2.2	2.2	94.1
	Collectors	2	1.1	1.1	95.2
	Purchasing	3	1.6	1.6	96.8
	Sterilization	5	2.7	2.7	99.5
Laundry	1	.5	.5	100.0	
Total	186	100.0	100.0		

Table 10: Frequency of respondents by department

One of the major implications of this research was the absence of studies which test the elements of management by walking around with respect to demographic variables, this issue prevents comparing the findings of this research with other studies. The following tables will identify the frequency of the respondents according to the demographic

variables. To begin with, table 6 determines the frequency of the respondents with respect to gender.

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	29.0	29.0	29.0
	Female	132	71.0	71.0	100.0
	Total	186	100.0	100.0	

Table 11: Frequency of the respondents by gender

It is remarkable in the above table that the collected data from the chosen sample was not evenly distributed between males and females. Results show that the chosen sample consists of 71% female respondents and 29% male respondents. The elements of management by walking around will be tested later on in this research with respect to gender which is an essential variable.

The second variable related to demographics which the elements of management by walking around will be tested with respect to is the age of the respondent. The age of the respondents was first collected from the questionnaires as metric scale; after that it was changed into an ordinal variable. The age of the respondent was divided into three categories determined in the following table:

Age of the respondent (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	95	51.1	51.1	51.1
	Between 31 and 40 years	72	38.7	38.7	89.8
	Above 40 years	19	10.2	10.2	100.0
	Total	186	100.0	100.0	

Table 12: Frequency by age of the respondent

Table 12 shows that the majority of the respondents which consists of 51.1 % of the participants in this research was aged below thirty years, 38.7% of the respondents aged between 31 and 40 years, and 10.2% above 40 years which reflects the presence of a majority of young employees considered as beneficial for any organization. Young employees are known to be more flexible, enthusiastic, ambitious, and active. Moreover, they are characterized by higher ability to learn, and less resistance to change. Those characteristics of employees allow better achievement of organizational goals and organizational excellence.

The Kurtosis value related to the age of the respondent is 2.16 which occurs within the required level (between -3 and +3). Having a high Kurtosis is not a major issue in this research because it is based on non-parametric tests.

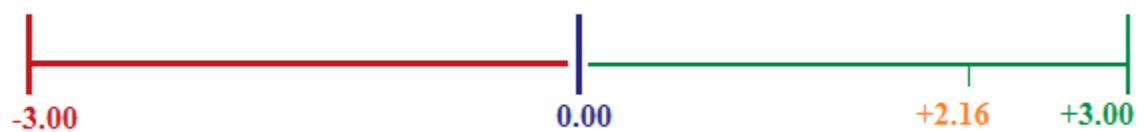


Fig. 4: Kurtosis value related to the age of the respondent

The following table indicates the frequency of the respondents based on the total years of experience at Albert Haykel Hospital. This variable was first collected using a metric scale, then it was divided into two main categories below or equal and above five years which is considered an ordinal scale.

Experience at Albert Haykel Hospital (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below or equal to 5 years	80	43.0	43.0	43.0
	Above 5 years	106	57.0	57.0	100.0
	Total	186	100.0	100.0	

Table 13: Frequency by total experience at Albert Haykel Hospital

Table 13 shows that the majority of the respondents in this study which is 57% has been employed at Albert Haykel Hospital for more than five years. This ratio might be an indicator of stability and providing good working conditions for employees which can be related to the applied management style at this hospital.

The next variable that the elements of management by walking around will be tested with respect to is the type of the respondent's work. This variable is divided into two categories, the respondent either belongs to the Nursing Department or to the Administrative department. Table 14 indicates that the 71.5% of the respondents in this research are members of Nursing team which is considered the biggest department at Albert Haykel Hospital.

Type of work of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nursing	133	71.5	71.5	71.5
	Administration Assistant	53	28.5	28.5	100.0
	Total	186	100.0	100.0	

Table 14: Frequency by type of work of the respondents

Application of non-parametric tests shows that the frequency of the nursing respondents (71.5%) is much higher than the administrative respondents (28.5%) which is considered an uneven distribution of respondents between departments.

The following demographic variable to test with respect to is the position of the respondent at Albert Haykel Hospital. Table 15 addresses how the data was distributed based on the respondents' position at the hospital.

Position at Albert Haykel Hospital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration Employee	53	28.5	28.5	28.5
	Aide Soignant	12	6.5	6.5	34.9
	Infirmier	64	34.4	34.4	69.4
	Infirmier Diplomé	57	30.6	30.6	100.0
	Total	186	100.0	100.0	

Table 15: Frequency by position of the respondent

As stated in the previous part, the type of work of the respondents is divided into two categories: Nursing and Administrative which are the two major departments at Albert Haykel Hospital. Table 15 indicates that there are no divisions in the Administrative Department, all administrative respondents are assembled under one category. However, positions in the Nursing are divided into three categories: “Aide Soignant”, “Infirmier”, “Infirmier Diplomé”. It is important to mention the order among those positions, the “Aide Soignant” reports to the “Infirmier” who in his turn reports to the “Infirmier Diplomé”.

Experience in current position is an essential demographic variable that the elements of management by walking around must be tested with respect to. As a first step the data related to this variable was collected as a metric scale, then it was changed to an ordinal scale and divided into two major categories: below or equal and above 5 years.

Experience in current position (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below or equal to 5 years	82	44.1	44.1	44.1
	Above 5 years	104	55.9	55.9	100.0
	Total	186	100.0	100.0	

Table 16: Frequency by experience in current position

Table 16 shows that the majority of the respondents in this research (55.9%) are occupying the same position for more than 5 years. This might be considered as a success factor for an organization. However, it might also show a lack of job rotation especially in the administrative department. When providing good working conditions for employees they will be less likely to leave their jobs, in addition being comfortable in their positions will motivate employees to better achieve their personal and organizational goals.

Finally, the last demographic variable that the elements of management by walking around will be tested with respect to is the educational level of the respondents specified in the following table:

Education level of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical / Secondary	57	30.6	30.6	30.6
	Bachelor	108	58.1	58.1	88.7
	Master	21	11.3	11.3	100.0
	Total	186	100.0	100.0	

Table 17: Frequency by education level of the respondents

Table 17 shows that the majority of the respondents 58.1% in both departments hold a bachelor degree which reflects that top management at Albert Haykel Hospital tends to hire qualified employees to maintain the best quality of the service provided.

The second section of the questionnaire consists of eighteen questions related to management by walking around, addressed as statements expected to be answered by the participants in the research using a Likert scale ranging from 1 as strongly disagree to 7 as strongly agree. Checking number four is considered as a neutral answer,

however, checking numbers between five and seven reflects that the respondent agrees with the provided statement. Finally, checking numbers between one and three show that the respondent disagrees with the addressed statement. The stated questions are divided into four categories shown in the below chart:

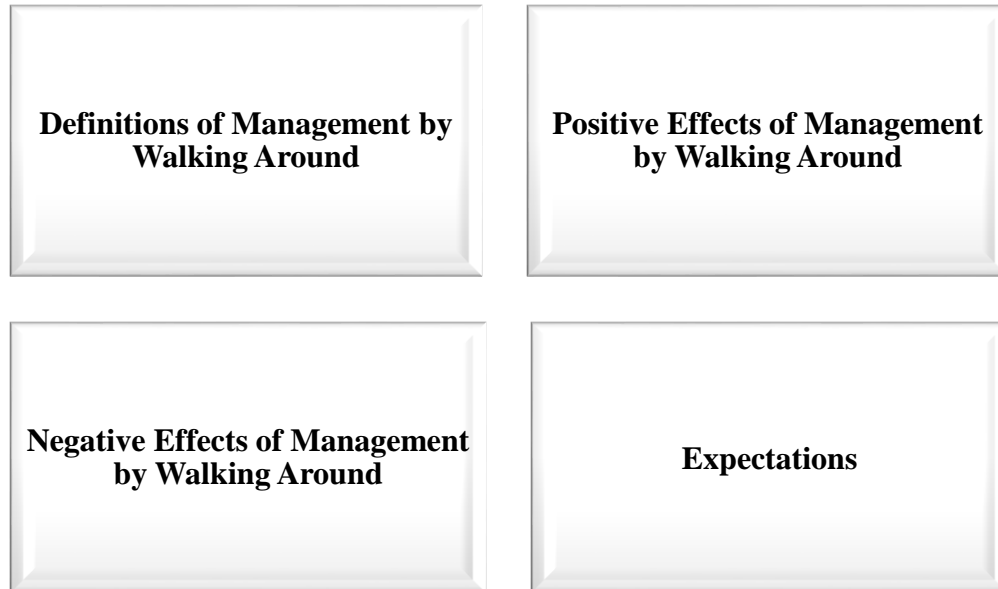


Fig. 5: Categories of the stated questions related to management by walking around

Answers provided by the respondents are analyzed using three methods. To begin with, the frequency of each response within the sample will be studied. Second, a detailed analysis of correlations among variables will be provided. Finally, the effect that demographic variables might have on the elements of management by walking around will be checked through analyzing the provided answers. The following table identifies the mean, the standard deviation, the skewness, the kurtosis, minimum, and maximum variables for all the addressed statements in the questionnaire.

Statistics						
		Age of the respondent (metric)	Experience at Albert Haykel Hospital (metric)	Experience in current position (metric)	2.01 I would like to see my manager visiting me during my shift	2.02 Administrative rounds create an opportunity for managers to observe the units and departments in action
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		31.28	8.05	7.56	5.24	5.41
Std. Deviation		7.510	6.125	5.601	1.685	1.652
Skewness		1.189	1.730	1.831	-.778	-.980
Kurtosis		2.164	4.532	5.081	-.015	.278
Minimum		19	1	1	1	1
Maximum		60	38	36	7	7

Statistics						
		2.03 Administrative rounds create an opportunity for managers to interact with employees	2.04 Administrative rounds create an opportunity for managers to see if there are any problems	2.05 Administrative rounds create an opportunity for managers to check on performance	2.06 Administrative rounds allow me as employee to freely express my problems	2.07 Administrative rounds let the manager see the working conditions
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		5.52	5.31	5.23	4.72	5.31
Std. Deviation		1.693	1.763	1.697	1.893	1.685
Skewness		-1.266	-.984	-.922	-.667	-1.036
Kurtosis		.918	.161	.236	-.554	.388
Minimum		1	1	1	1	1
Maximum		7	7	7	7	7

Statistics						
		2.08 Administrative rounds allow me as employee to better know my manager	2.09 As a result of administrative rounds managers take action on concerns I have expressed	2.10 Administrative rounds improve the flow of information between managers and employees	2.11 Face-to-face communication between managers and employees lead to improved performance	2.12 As a result of administrative rounds, I get to know my manager more
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		5.28	4.86	5.23	5.58	5.41
Std. Deviation		1.668	1.569	1.549	1.577	1.599
Skewness		-.882	-.661	-.877	-1.349	-1.029
Kurtosis		.158	.151	.150	1.432	.605
Minimum		1	1	1	1	1
Maximum		7	7	7	7	7

Statistics						
		2.13 Managers do not act on concerns expressed to them during administrative rounds	2.14 I feel like managers are snooping and checking up on me during administrative rounds	2.15 Managers do not spend enough time with employees while conducting administrative rounds	2.16 I am too busy to talk with a manager during administrative rounds	2.17 I expect managers to take action on concerns that I express to them during administrative rounds
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		4.23	3.31	4.37	5.19	4.76
Std. Deviation		1.796	2.020	1.931	1.613	1.787
Skewness		-.363	.305	-.289	-.945	-.707
Kurtosis		-.712	-1.223	-1.023	.399	-.216
Minimum		1	1	1	1	1
Maximum		7	7	7	7	7

Statistics		
2.18 Managers do not act on concerns expressed to them during administrative rounds		
N	Valid	186
	Missing	0
Mean		4.23
Std. Deviation		1.796
Skewness		-.363
Kurtosis		-.712
Minimum		1
Maximum		7

Table 18: Descriptive Statistics by Statement

To begin with, it can be determined from table 18 that the variable “age of the respondent” is normally distributed. This conclusion is due to the Kurtosis measure of this variable which is among the required level: $-3 < 2.16 < +3$. However, the Kurtosis measure of the variable “experience at Albert Haykel Hospital” is 4.53 which is higher than the required level, this leads to concluding that this variable is not normally distributed. Same conclusion applies for the variable “experience in current position” which Kurtosis measure is 5.08 similarly higher than the required level. Moreover, checking the Kurtosis measure of the eighteen statements addressed in the questionnaire shows that all of them are normally distributed due to the fact that all their Kurtosis measures occur between -3 and +3 which is the required level.

Another measure related to normality aiming to determine the degree of symmetry in the variable distribution or the shape of the distribution is the Skewness with a required level ranging between -1 and +1. Referring to the Skewness measure in table 13, it shows that the variables “age of the respondent”, “experience at Albert Haykel Hospital” and “experience in current position” are not symmetrical or normally distributed because their skewness measures are 1.18, 1.73, and 1.83 respectively which

exceeds the required level. Checking the Skewness measure of the eighteen statements of the questionnaire determines that statement 2.03 which is “Administrative rounds create an opportunity for managers to interact with employees”, and 2.11 which is “Face-to-face communication between managers and employees lead to improved performance” are not symmetrical or normally distributed with Skewness values -1.26 and -1.34 respectively exceeding the required level. The Skewness measure of all other statements occur between -1 and +1 which leads to concluding that those variables are normally distributed.

4.2.2. Inferential Statistics

As stated in the Analysis Framework, Bluman (2013) considers that inferential statistics consist of creating estimations and predictions, formulating hypothesis, testing, and defining relationships between variables to be able to generalize the findings from small samples to larger populations. This section of the chapter includes a description and detailed analysis of the research question and developed hypotheses. A clear response will be provided to the research questions; in addition, the hypotheses will be tested with respect to the five demographic variables shown in chart 2 below, moreover, Mann-Whitney U Test, and Kruskal-Wallis test will be used in the data analysis for variance.

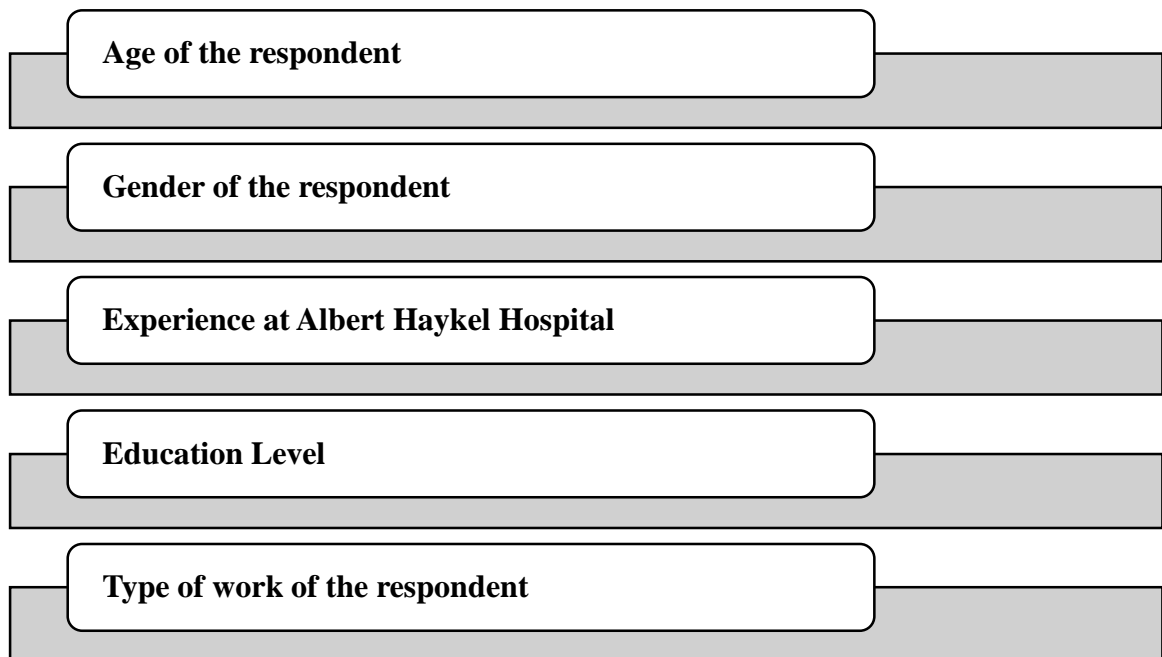


Fig. 6: Demographic Variables to test the hypotheses with respect to

The aim of this research is to check whether the elements of management by walking around vary with the demographics of the respondents and to prove the presence of a significant linear relationship between the elements of management by walking around and the demographic variables of the respondents.

Research Question 1: To which extent the elements of management by walking around vary with the demographics and characteristics of employees? (Gender, age, total experience, type of duties, and education level).

Research Question 2: Is there any significant linear relationship between the elements of management by walking around and the demographic variables of the respondents?

Following are the two hypotheses formulated that must be tested:

Hypothesis 1 The extent of elements of management by walking around vary with the demographics and characteristics of employees. (Gender, age, total experience, type of duties, and education level).

Hypothesis 2 There is a significant linear relationship between the elements of management by walking around and the demographic variables of the respondents.

The following tables determine whether the hypotheses are accepted or rejected with respect to the eighteen statements included in the questionnaire. In order to retain the hypothesis, the significance level must be .05 or greater, however, having a significance level less than .05 leads to rejecting the hypothesis.

Hypothesis 1 assumes that the elements of management by walking around vary with one demographic variable which is the gender of the respondent.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.450	Retain the null hypothesis.
2	The distribution of Administrative rounds create an opportunity for managers to observe the units and departments in action is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.180	Retain the null hypothesis.
3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.981	Retain the null hypothesis.

4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.300	Retain the null hypothesis.
5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.816	Retain the null hypothesis.
6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.066	Retain the null hypothesis.
7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.532	Retain the null hypothesis.
8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.750	Retain the null hypothesis.
9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.574	Retain the null hypothesis.
10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.939	Retain the null hypothesis.
11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the	Independent-Samples Mann-Whitney U Test	.510	Retain the null hypothesis.

	same across categories of Gender of the respondent.			
12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.947	Retain the null hypothesis.
13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.097	Retain the null hypothesis.
14	The distribution of I feel like managers are snooping and checking up on me during administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.610	Retain the null hypothesis.
15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.136	Retain the null hypothesis.
16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.687	Retain the null hypothesis.
17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.447	Retain the null hypothesis.
18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.406	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 19: Elements of management by walking around with respect to gender

Testing the elements of management by walking around with respect to the demographic variable “gender” showed that all of the eighteen statements retained the null hypothesis due to the fact that their distribution is the same across the categories of gender of the respondent. However, a weak variation of opinions was revealed concerning statement six “administrative rounds allow me as employee to freely express my problems” which significance level was 0.066 or 6.6% and statement thirteen “managers do not act on concerns expressed to them during administrative rounds” which significance was 0.097 or 9.7%. The weak variation is determined because both values are less than 10% and close to the chosen significance level which is 0.05 or 5% which means that they are close to rejecting the null hypothesis. Table 19 determined that there is no variation of opinion between genders, both males and females have the same perceptions concerning the eighteen addressed statements. Having similar opinions between males and females could be due to the fact that both genders share the same expectations regarding their managers, in addition, they both share the same opinions regarding administrative rounds especially because both genders like to be treated equally, they both like to interact with their managers, express their problems, and provide their managers with feedback regarding work related issues. Moreover, both genders expect that their managers directly solve any problem or work related issue they express. To conclude, because it is proved in the above table that there is no variation of opinion regarding the elements of management by walking around between genders, hypothesis 1 is rejected for gender.

Hypothesis 1 assumes that the elements of management by walking around vary with respect to the age of the respondent.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.002	Reject the null hypothesis.
2	The distribution of Administrative rounds create an opportunity for managers to observe the units and departments in action is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.102	Retain the null hypothesis.
3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.010	Reject the null hypothesis.
5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.033	Reject the null hypothesis.
6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.011	Reject the null hypothesis.
7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
8	The distribution of Administrative rounds allow me as employee to better know my manager is the	Independent-Samples Kruskal-Wallis Test	.014	Reject the null hypothesis.

	same across categories of Age of the respondent (ordinal).			
9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.006	Reject the null hypothesis.
10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.022	Reject the null hypothesis.
11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.004	Reject the null hypothesis.
12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.009	Reject the null hypothesis.
13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.019	Reject the null hypothesis.
14	The distribution of I feel like managers are snooping and checking up on me during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.686	Retain the null hypothesis.
15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.001	Reject the null hypothesis.

16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.005	Reject the null hypothesis.
17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.211	Retain the null hypothesis.
18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 20: Elements of management by walking around with respect to age

Testing the elements of management by walking around with respect to the age of the respondent determined that fifteen statements out of eighteen rejected the null hypothesis due to the fact that their distribution is not the same across the categories of age of the respondent. Table 20 proved that variation of opinion with respect to age of the respondent occurred in statements 1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, and 18. As stated previously, the age of the respondent was divided into three main categories: below 30 years, between 31 and 40 years, and above 40 years.

Respondents had different perceptions regarding the first element of management by walking around “I would like to see my manager visiting me during my shift”. The below table proves the variation of opinion between respondents concerning this statement:

1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.002	Reject the null hypothesis.
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Table 21: Statement 1 with respect to age

Descriptive statistics performed on the first statement determines a variation of opinion between the different three categories of age of respondents. The results are as follows:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I would like to see my manager visiting me during my shift	Below 30 years	95	4.87	1.681
	Between 31 and 40 years	72	5.53	1.608

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I would like to see my manager visiting me during my shift	Below 30 years	95	4.87	1.681
	Above 40 years	19	6.00	1.599

Table 22: Descriptive statistics by age with respect to statement 1

Table 22 shows that the category aged above 40 years has higher acceptance for this statement as its mean is higher than the category aged below 30 years, and between 31 and 40 years. Thus, respondents aged above 40 years like to see their managers during their shifts, this could be due to the fact that that respondents belonging to this age category are already expert in the field. They like to see their manager to share their ideas interests, and problems, or they might have built personal relationships with their managers over the years.

Respondents proved variation of opinion regarding the third element of management by walking around “Administrative rounds create an opportunity for managers to

interact with employees”. This variation of opinion among respondents is shown in table 23 below:

3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
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Table 23: Statement 3 with respect to age

Performing descriptive statistics on the third statement shows that the three age categories have different opinions regarding this statement. Results are addressed in table 24:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to interact with employees	Below 30 years	95	5.28	1.710
	Between 31 and 40 years	72	5.65	1.679

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to interact with employees	Below 30 years	95	5.28	1.710
	Above 40 years	19	6.21	1.475

Table 24: Descriptive statistics by age with respect to statement 3

Table 24 demonstrates that the category aged above 40 years has the highest mean among the two remaining categories which means that employees belonging to this category highly accept this statement. Consequently, respondents aged above 40 years consider that administrative rounds create an opportunity for managers to interact with

employees due to the high levels of maturity and experience they share. Employees aged below 40 years might be very enthusiastic and ambitious people, it could be difficult for them to share their ideas especially with their managers due to competition between them or simply because they lack free time due to being overloaded especially in the nursing field. As stated in the review of literature, Ogunola et al. (2013) insisted on the significance of interaction between managers and subordinates that leads to higher productivity and efficiency.

Another dissimilarity in opinions was noted regarding the fourth element of management by walking around “Administrative rounds create an opportunity for managers to see if there are any problems”. This opinion dissimilarity between respondents is shown below in table 25:

4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.010	Reject the null hypothesis.
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Table 25: Statement 4 with respect to age

Performance of descriptive statistics on the fourth statement determines that the three age categories have dissimilar opinions regarding this statement. Results are outlined in table 26:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to see if there are any problems	Below 30 years	95	5.03	1.735
	Between 31 and 40 years	72	5.53	1.717

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to see if there are any problems	Below 30 years	95	5.03	1.735
	Above 40 years	19	5.89	1.912

Table 26: Descriptive statistics by age with respect to statement 4

Table 26 determines that the category aged above 40 years have the highest acceptance for this statement because this category is characterized by the highest mean among the two remaining categories. Consequently, respondents aged above 40 years agree that administrative rounds create an opportunity for managers to see if there are any problems during shifts. This could be due to the fact that young employees try to prove to their managers that they are qualified and cable of solving work related problems on their own. Moreover, some of them might not admit they are facing problems. Because highly experienced employees might be more mature when it comes to work, they believe that it is better to share their problems with their managers who will detect them easily during administrative rounds.

Moreover, respondents had different opinions about the fifth element of management by walking around “Administrative rounds create an opportunity for managers to check on performance”.

The below table verifies the variation of opinion among respondents relating to this statement:

5	The distribution of Administrative rounds create an opportunity for managers to check on	Independent-Samples	.033	Reject the null hypothesis.
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performance is the same across categories of Age of the respondent (ordinal).	Kruskal-Wallis Test		
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Table 27: Statement 5 with respect to age

Descriptive statistics executed on the fifth statement shows a variation of opinion between the different three categories of age of respondents. The results are as follows in table 28:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to check on performance	Below 30 years	95	5.02	1.657
	Between 31 and 40 years	72	5.34	1.744

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to check on performance	Below 30 years	95	5.02	1.657
	Above 40 years	19	5.89	1.595

Table 28: Descriptive statistics by age with respect to statement 5

It is shown in table 28 that the category aged above 40 years highly accepts statement number 5 because this group is characterized by a higher mean than the other two categories. Accordingly, respondents aged above 40 years approve that administrative rounds create an opportunity for managers to check on performance. This could be due to the high levels of experience which they acquired over the years. Because they are already expert in their field, they believe that being close to employees allows testing their performance.

Another variation of opinion was detected regarding the sixth element of management by walking around “Administrative rounds allow me as employee to freely express my problems”. This variation of opinion between respondents is presented in table 29:

6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.011	Reject the null hypothesis.
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Table 29: Statement 6 with respect to age

Descriptive statistics performed on the sixth statement reveals a variation of opinion between the three categories of age of respondents. Following are the results in table 30:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds allow me as employee to freely express my problems	Below 30 years	95	4.35	1.922
	Between 31 and 40 years	72	4.98	1.866

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds allow me as employee to freely express my problems	Below 30 years	95	4.35	1.922
	Above 40 years	19	5.58	1.427

Table 30: Descriptive statistics by age with respect to statement 6

Table 30 reveals that the category aged above 40 years has a higher acceptance for statement number 6 due to having the highest mean among the other two categories. Therefore, respondents aged above 40 years support the idea that administrative rounds allow employees to freely express their problems due to the fact the more the years of

experience increase, the more employees will have the courage to voice up their problems and opinions.

Similarly, respondents had different perceptions concerning the seventh element of management by walking around “Administrative rounds let the manager see the working conditions”. This difference in perceptions among respondents is shown in the following table:

7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
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Table 31: Statement 7 with respect to age

Descriptive statistics related to statement number seven determines the existence of different perceptions among respondents concerning this statement. Detailed results are outlined in table 32:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds let the manager see the working conditions	Below 30 years	95	5.02	1.732
	Between 31 and 40 years	72	5.53	1.674

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds let the manager see the working conditions	Below 30 years	95	5.02	1.732
	Above 40 years	19	5.95	1.177

Table 32: Descriptive statistics by age with respect to statement 7

As demonstrated in table 32, employees aged above 40 years approve that administrative rounds allow managers to see the working conditions. Having higher mean than the category aged below 30 years and between 31 and 40 years is an evidence for this approval.

Table 33 describes another variation of opinion among respondents related to the eighth element of management by walking around “Administrative rounds allow me as employee to better know my manager”.

8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.014	Reject the null hypothesis.
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Table 33: Statement 8 with respect to age

Descriptive statistics implemented on the eighth statement related to management by walking around show a variation of opinion between the three age categories of respondents. The outcomes are presented in table 34:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds allow me as employee to better know my manager	Below 30 years	95	5.00	1.705
	Between 31 and 40 years	72	5.43	1.668

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds allow me as employee to better know my manager	Below 30 years	95	5.00	1.705
	Above 40 years	19	6.11	1.100

Table 34: Descriptive statistics by age with respect to statement 8

Comparing to other statements, the category aged above 40 years proved a higher acceptance for statement number 8 due to having the highest mean among the category aged below 30 years and between 31 and 40 years. Therefore, respondents aged above 40 years highly agree that administrative rounds allow employees to better know their managers. Employees aged above 40 years might have around 20 years of experience or more, those years of experience allow employees to build strong personal relationships with their managers due to frequently interacting and communicating with them.

An additional variation of perceptions based on the age of the respondents is shown in the ninth element of management by walking around “As a result of administrative rounds managers take action on concerns I have expressed”.

9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.006	Reject the null hypothesis.
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Table 35: Statement 9 with respect to age

This variation of opinion between the age categories of the respondents is confirmed through the descriptive statistics performed on this statement. Table 36 below describes the results:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
As a result of administrative rounds managers take action on concerns I have expressed	Below 30 years	95	4.54	1.527
	Between 31 and 40 years	72	5.12	1.627

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
As a result of administrative rounds managers take action on concerns I have expressed	Below 30 years	95	4.54	1.527
	Above 40 years	19	5.47	1.219

Table 36: Descriptive statistics by age with respect to statement 9

Checking the means presented in table 36 confirms that the category aged above 40 years has a higher acceptance for statement number 9 because of having the highest mean among the other two categories. Therefore, respondents aged above 40 years highly approve that as a result of administrative rounds managers take action on concerns that employees express. This could be because through their years of experience they might have witnessed cases where actions were taken in response to concerns expressed by employees.

Differences in respondents' perceptions were also recorded concerning the thirteenth element of management by walking around "Managers do not act on concerns expressed to them during administrative rounds" as presented below in table 37.

13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.019	Reject the null hypothesis.
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Table 37: Statement 13 with respect to age

Referring to descriptive statistics performed for this element in table 38, the three age categories "below 30 years", "between 31 and 40 years", and "above 40 years" recorded

different point of views regarding element number 13 related to management by walking around.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Managers do not act on concerns expressed to them during administrative rounds	Below 30 years	95	4.10	1.720
	Between 31 and 40 years	72	4.13	1.873

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Managers do not act on concerns expressed to them during administrative rounds	Below 30 years	95	4.10	1.720
	Above 40 years	19	5.22	1.644

Table 38: Descriptive statistics by age with respect to statement 13

Comparing the means in table 38 proves that the category of employees aged above 40 years highly approves statement number 13 due to having the highest mean among the other two categories. Thus, employees aged above 40 years agree that managers do not act on concerns expressed to them during administrative rounds.

On individual basis, it looks like employees over 40 years had witnessed cases where they have expressed their individual concerns and had actions taken by the manager in response to these particular concerns (“I have expressed”). However, when looking at other cases of colleagues, it looks like they do not agree that managers are efficiently acting on concerns expressed by the whole department.

Moreover, respondents' opinions differed concerning the tenth element of management by walking around "Administrative rounds improve the flow of information between managers and employees" as shown in table 39:

10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.022	Reject the null hypothesis.
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Table 39: Statement 10 with respect to age

As descriptive statistics performed on this statement show, the three age categories of respondents have different point of views regarding the effect that management by walking around has on the flow of information between managers and employees.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds improve the flow of information between managers and employees	Below 30 years	95	4.97	1.558
	Between 31 and 40 years	72	5.44	1.571

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Administrative rounds improve the flow of information between managers and employees	Below 30 years	95	4.97	1.558
	Above 40 years	19	5.74	1.195

Table 40: Descriptive statistics by age with respect to statement 10

Table 40 shows that due to having the highest mean among the three age categories, employees aged above 40 years have higher acceptance for statement number 10. Thus,

employees aged above 40 years highly agree that administrative rounds improve the flow of information between managers and employees.

Additionally, as presented in table 41, respondents' opinions varied about the eleventh element of management by walking around "Face-to-face communication between managers and employees lead to improved performance".

11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.004	Reject the null hypothesis.
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Table 41: Statement 11 with respect to age

Descriptive statistics implemented on element number 11 related to management by walking around reveal a variation of respondents' opinions regarding this statement as outlined in table 42.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Face-to-face communication between managers and employees lead to improved performance	Below 30 years	95	5.32	1.656
	Between 31 and 40 years	72	5.68	1.543

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Face-to-face communication between managers and employees lead to improved performance	Below 30 years	95	5.32	1.656
	Above 40 years	19	6.47	.772

Table 42: Descriptive statistics by age with respect to statement 11

Table 42 demonstrates that employees belonging to the age category “Above 40 years” highly approve statement number 11 because this age category is characterized by the highest mean among the other two age categories. Therefore, employees aged above 40 years consider that face-to-face communication between managers and employees lead to improved performance. This could be because of witnessing such cases due to their age and years of experience.

The twelfth element of management by walking around “As a result of administrative rounds, I get to know my manager more” recorded variation in respondents’ opinions listed below in table 43:

12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.009	Reject the null hypothesis.
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Table 43: Statement 12 with respect to age

As presented in table 44, descriptive statistics performed for statement number 12 showed that the opinions of the three age categories of the respondents varied.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
As a result of administrative rounds, I get to know my manager more	Below 30 years	95	5.15	1.633
	Between 31 and 40 years	72	5.53	1.608

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
	Below 30 years	95	5.15	1.633

As a result of administrative rounds, I get to know my manager more	Above 40 years	19	6.26	.991
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Table 44: Descriptive statistics by age with respect to statement 12

Similar to the previous statements that showed variation in respondents' opinions, the category of employees aged above 40 years highly accepted statement number 12 due to having the highest mean among the other categories. Accordingly, employees aged above 40 years accept that administrative rounds allow employees to better know their managers. The main reason behind this acceptance is that over the years and experience, employees develop strong bonds and relationships with their managers and become comfortable around them which might not be true for the other age categories who might not had the chance to build personal relationships with their managers.

Moreover, as presented in table 45, respondents' opinions varied about the fifteenth element of management by walking around "managers do not spend enough time with employees while conducting administrative rounds".

15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.001	Reject the null hypothesis.
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Table 45: Statement 15 with respect to age

Evidently, descriptive statistics related to this element shown in table 46 demonstrate a variation of respondents' point of views regarding statement number 15.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Managers do not spend enough time with employees while conducting administrative rounds	Below 30 years	95	3.92	1.893
	Between 31 and 40 years	72	4.72	1.920

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
Managers do not spend enough time with employees while conducting administrative rounds	Below 30 years	95	3.92	1.893
	Above 40 years	19	5.37	1.571

Table 46: Descriptive statistics by age with respect to statement 15

Table 46 reveals that employees belonging to the age category “Above 40 years” highly support statement number 15 because this age category is characterized by the highest mean among the other two age categories. Therefore, employees aged above 40 years consider that managers do not spend enough time with employees while conducting administrative rounds. This could be related to their high levels of experience and their ability to voice up their opinions, the other age categories might not have the courage to voice up their problems and opinion, as a result they might not feel that they need to spend extra time with their managers.

Table 47 shows a variation of opinions among respondents linked to the sixteenth element related to management by walking around “I am too busy to talk with a manager during administrative rounds”

16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.005	Reject the null hypothesis.
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Table 47: Statement 16 with respect to age

The variation of respondents' opinions related to statement number 16 is proved through descriptive statistics related to this element revealed below in table 48.

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I am too busy to talk with a manager during administrative rounds	Below 30 years	95	4.83	1.727
	Between 31 and 40 years	72	5.54	1.381

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I am too busy to talk with a manager during administrative rounds	Below 30 years	95	4.83	1.727
	Above 40 years	19	5.68	1.493

Table 48: Descriptive statistics by age with respect to statement 16

It is evident from table 48 that employees belonging to the age category "Above 40 years" highly agree with statement number 16 due to recording the highest mean among the other two age categories. Thus, employees aged above 40 years admit that they are too busy to talk with their managers during administrative rounds. This could be due to being overloaded during their shifts, Albert Haykel Hospital is a well-known hospital in North Lebanon, and because they are expanding, higher work load. In addition, due to their age and experience, employees aged above 40 years handle sensitive cases especially in the nursing field. Doctors feel more comfortable while working with highly experienced nurses because the error rate will be lower.

The final element that presented variation in respondents' opinions based on the age of the respondent is the eighteenth element related to management by walking around "I expect managers to obtain feedback from me during administrative rounds"

18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
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Table 49: Statement 18 with respect to age

Descriptive statistics performed for this element show variation of opinion among the three chosen age categories. This variation is listed below in table 50:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I expect managers to obtain feedback from me during administrative rounds	Below 30 years	95	4.38	1.712
	Between 31 and 40 years	72	4.65	1.759

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I expect managers to obtain feedback from me during administrative rounds	Below 30 years	95	4.38	1.712
	Above 40 years	19	5.42	1.835

Table 50: Descriptive statistics by age with respect to statement 18

Table 50 shows that due to having the highest mean among the three age categories, employees aged above 40 years highly accept statement number 18. Therefore, employees aged above 40 years disclose that they expect managers to obtain their feedback during administrative rounds. This is related to their high levels of experience, because of being highly experienced and qualified employees aged above 40 years

believe that they must participate in problem solving strategies. Due to their age and experience employees aged above 40 years believe that their feedback regarding any work related issue is very important and should be counted on especially when the issue is related to medical cases.

Testing the elements of management by walking around with respect to the demographic variable “age of the respondent” showed that only three statements retained the null hypothesis due to the fact that their distribution is the same across the categories of age of the respondent. However, the remaining fifteen elements recorded variation of opinion based on the age of the respondent as table 20 determined. It was remarkable that the respondents aged above forty years had the highest acceptance for the fifteen statements which revealed variation of opinion among the respondents.

To conclude, because only three statements out of eighteen proved that there is no variation of opinion regarding the elements of management by walking around based on the age of the respondent, hypothesis 1 is accepted for age of the respondent.

Hypothesis 1 suggests that the elements of management by walking around vary with the total experience of employees.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.317	Retain the null hypothesis.
2	The distribution of Administrative rounds create an opportunity for managers to	Independent-Samples Mann-Whitney U Test	.364	Retain the null hypothesis.

	observe the units and departments in action is the same across categories of Experience at Albert Haykel Hospital (ordinal).			
3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.433	Retain the null hypothesis.
4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.257	Retain the null hypothesis.
5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.415	Retain the null hypothesis.
6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.078	Retain the null hypothesis.
7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.255	Retain the null hypothesis.
8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.080	Retain the null hypothesis.

9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.023	Reject the null hypothesis.
10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.062	Retain the null hypothesis.
11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.103	Retain the null hypothesis.
12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.031	Reject the null hypothesis.
13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.915	Retain the null hypothesis.
14	The distribution of I feel like managers are snooping and checking up on me during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.716	Retain the null hypothesis.
15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.662	Retain the null hypothesis.

16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.950	Retain the null hypothesis.
17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.113	Retain the null hypothesis.
18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.040	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 51: Elements of management by walking around with respect to total experience

Testing the elements of management by walking around with respect to total experience of the respondent determined that three statements out of eighteen rejected the null hypothesis due to the fact that their distribution is not the same across the categories of age of the respondent. Table 51 shows that variation of opinion with respect to total experience of the respondent occurred in statements 9, 12, and 18. Total experience of the respondent was changed into an ordinal variable and divided into two main categories: below or equal to five years, and above five years.

Respondents had different perceptions regarding the ninth element of management by walking around “as a result of administrative rounds managers take action on concerns I have expressed”.

The below table proves the variation of opinion between respondents concerning this statement:

9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.023	Reject the null hypothesis.
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Table 52: Statement 9 with respect to total experience

Referring to descriptive statistics performed on statement number 9, a variation in respondents' perceptions with respect to total experience was evident among the two chosen categories. This variation is shown below in table 53:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
As a result of administrative rounds managers take action on concerns I have expressed	Below or equal to 5 years	80	4.52	1.720
	Above 5 years	106	5.12	1.399

Table 53: Descriptive statistics by total experience with respect to statement 9

As presented in table 53, respondents are divided into two categories based on their total years of experience. Due to having the highest mean, the category of employees working at Albert Haykel Hospital for more than five years has a higher acceptance for this statement. As a result, respondents working at Albert Haykel Hospital for more than five years agree that as a result of administrative rounds, managers take action regarding the concerns they have expressed because due to their years of experience they might have witnessed cases where managers took actions in response to individual concerns they have expressed.

Statement number twelve “as a result of administrative rounds, I get to know my manager more” is the second statement affected by total years of experience of the respondents as shown below in table 54:

12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.031	Reject the null hypothesis.
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Table 54: Statement 12 with respect to total experience

Descriptive statistics implemented for statement number 12 determines a variation of opinion with respect to total years of experience of the respondents at Albert Haykel Hospital. The results are as follows in table 55:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
As a result of administrative rounds, I get to know my manager more	Below or equal to 5 years	80	5.13	1.655
	Above 5 years	106	5.62	1.532

Table 55: Descriptive statistics by total experience with respect to statement 12

Referring to table 55, it is evident that the category of respondents working at Albert Haykel Hospital for more than five years highly approves statement number 12 as its mean is higher than the category of respondents working at this hospital for five years or less. Consequently, employees having more than five years of experience at Albert Haykel Hospital consider that administrative rounds allow them to better know their managers because over the years they might have built strong personal relationships with their managers.

The last element of management by walking around affected by total experience of the respondents is element number 18 “I expect managers to obtain feedback from me during administrative rounds”, results are shown below in table 56:

18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.040	Reject the null hypothesis.
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Table 56: Statement 18 with respect to total experience

Performance of descriptive statistics on this element shows variation of opinion between the two categories of respondents as presented below in table 57:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
I expect managers to obtain feedback from me during administrative rounds	Below or equal to 5 years	80	4.25	1.944
	Above 5 years	106	4.84	1.571

Table 57: Descriptive statistics by total experience with respect to statement 18

As represented in table 57, due to having a higher mean than the category of respondents working at Albert Haykel Hospital for five years or less, the category of respondents having more than five years of experience highly agree with statement number 18. Accordingly, employees working at this hospital for more than five years expect their managers to obtain their feedback during administrative rounds because of considering themselves experts in their working field and managers can rely on them with respect to problems and decision making.

Testing the elements of management by walking around with respect to the demographic variable “experience at Albert Haykel Hospital” showed that fifteen statements retained the null hypothesis due to the fact that their distribution is the same across the categories of total years of experience of the respondent. However, the remaining three elements recorded variation of opinion based on the years of experience of the respondent as shown in table 51. It was evident that the respondents working at Albert Haykel Hospital for more than five years had the highest acceptance for the three statements which revealed variation of opinion among the respondents. In conclusion, because fifteen statements out of eighteen proved that there is no variation of opinion regarding the elements of management by walking around based on the years of experience of the respondent, hypothesis 1 is rejected for total years of experience.

Hypothesis 1 recommends that elements of management by walking around vary with the type of duties of employees.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.677	Retain the null hypothesis.
2	The distribution of Administrative rounds create an opportunity for managers to observe the units and departments in action is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.439	Retain the null hypothesis.
3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of	Independent-Samples Mann-Whitney U Test	.375	Retain the null hypothesis.

	Experience in current position (ordinal).			
4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.375	Retain the null hypothesis.
5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.567	Retain the null hypothesis.
6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.287	Retain the null hypothesis.
7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.116	Retain the null hypothesis.
8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.173	Retain the null hypothesis.
9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.209	Retain the null hypothesis.
10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of	Independent-Samples Mann-Whitney U Test	.191	Retain the null hypothesis.

	Experience in current position (ordinal).			
11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.193	Retain the null hypothesis.
12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.199	Retain the null hypothesis.
13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.701	Retain the null hypothesis.
14	The distribution of I feel like managers are snooping and checking up on me during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.137	Retain the null hypothesis.
15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.993	Retain the null hypothesis.
16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.480	Retain the null hypothesis.
17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.003	Reject the null hypothesis.

18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.006	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 58: Elements of management by walking around with respect to type of duties

Testing the elements of management by walking around with respect to type of duties of the respondent determined that only two statements out of eighteen rejected the null hypothesis due to the fact that their distribution is not the same across the categories of age of the respondent. Table 58 represents variation of opinion with respect to type of duties of the respondent in statements 17, and 18. Experience in current position was transformed into an ordinal variable and divided into two main categories: below or equal to five years, and above five years.

Statement number 17 “I expect managers to take action on concerns that I express to them during administrative rounds” showed variation of respondents’ perceptions with respect to current position of the respondent as listed in table 59:

17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.003	Reject the null hypothesis.
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Table 59: Statement 17 with respect to type of duties

Performing descriptive statistics on statement number 17 determines variation of respondents’ perceptions regarding this statement, results are revealed below in table 60:

Group Statistics				
	Experience in current position (ordinal)	N	Mean	Std. Deviation
I expect managers to take action on concerns that I express to them during administrative rounds	Below or equal to 5 years	82	4.31	1.889
	Above 5 years	104	5.11	1.625

Table 60: Descriptive statistics by type of duties with respect to statement 17

As evident in table 60, the mean of the category “above 5 years” related to respondents who are occupying the same position for more than five years is higher than the mean of the category “below or equal to five years”. As a result, respondents occupying the same position for more than five years expect their managers to take action on concerns that they express to them during the administrative rounds. Due to their years of experience those employees could have developed strong personal relationships with managers built on mutual trust, in addition, due to being experts, their expressed concerns must be taken into consideration. Employees with less than five years of experience might not have the courage to express their problems and concerns.

Another dissimilarity in opinions was noted regarding the eighteenth element of management by walking around “I expect managers to obtain feedback from me during administrative rounds”. This opinion dissimilarity between respondents is shown below in table 61:

18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.006	Reject the null hypothesis.
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Table 61: Statement 18 with respect to type of duties

Descriptive statistics implemented for element number 18 related to management by walking around reveal a variation of respondents' opinions regarding this statement as outlined in table 62.

Group Statistics				
	Experience in current position (ordinal)	N	Mean	Std. Deviation
I expect managers to obtain feedback from me during administrative rounds	Below or equal to 5 years	82	4.17	1.862
	Above 5 years	104	4.92	1.610

Table 62: Descriptive statistics by type of duties with respect to statement 18

As table 62 shows, the mean of the category of respondents occupying the same position at Albert Haykel Hospital for more than five years is higher than the mean of the category of respondents occupying the same position at this hospital for five years or less. As a result, respondents occupying the same position at Albert Haykel Hospital for more than five years have higher acceptance for statement number 18, they expect their managers to get their feedback during administrative rounds this is related to their high experience in their field and ability to detect any possible problem or incident that might occur in the working field which is not applicable for employees who do not have enough experience.

Testing the elements of management by walking around with respect to the demographic variable "type of duties" showed that sixteen statements retained the null hypothesis due to the fact that their distribution is the same across the categories of total years of experience of the respondent. However, the remaining two elements recorded variation of opinion based on the type of duties of the respondent as shown in table 58. It was evident that the respondents occupying the same position at Albert Haykel

Hospital for more than five years had the highest acceptance for the two statements which revealed variation of opinion among the respondents. Consequently, because sixteen statements out of eighteen proved that there is no variation of opinion regarding the elements of management by walking around based on the type of duties of the respondent, hypothesis rejected for type of duties of the respondents.

Hypothesis 1 assumes that elements of management by walking around vary with the education level of employees.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.008	Reject the null hypothesis.
2	The distribution of Administrative rounds create an opportunity for managers to observe the units and departments in action is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.032	Reject the null hypothesis.
4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.019	Reject the null hypothesis.
5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across	Independent-Samples Kruskal-Wallis Test	.050	Reject the null hypothesis.

	categories of Education level of the respondent.			
6	The distribution of Administrative rounds allow me as employee to freely express my problems is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.172	Retain the null hypothesis.
7	The distribution of Administrative rounds let the manager see the working conditions is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.098	Retain the null hypothesis.
8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.030	Reject the null hypothesis.
9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.045	Reject the null hypothesis.
10	The distribution of Administrative rounds improve the flow of information between managers and employees is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.077	Retain the null hypothesis.
11	The distribution of Face-to-face communication between managers and employees lead to improved performance is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.116	Retain the null hypothesis.
12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.042	Reject the null hypothesis.
13	The distribution of Managers do not act on concerns expressed to them during administrative rounds is the same across	Independent-Samples Kruskal-Wallis Test	.401	Retain the null hypothesis.

	categories of Education level of the respondent.			
14	The distribution of I feel like managers are snooping and checking up on me during administrative rounds is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.837	Retain the null hypothesis.
15	The distribution of Managers do not spend enough time with employees while conducting administrative rounds is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.087	Retain the null hypothesis.
16	The distribution of I am too busy to talk with a manager during administrative rounds is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.102	Retain the null hypothesis.
17	The distribution of I expect managers to take action on concerns that I express to them during administrative rounds is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.130	Retain the null hypothesis.
18	The distribution of I expect managers to obtain feedback from me during administrative rounds is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.190	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 63: Elements of management by walking around with respect to education level

Analyzing the elements of management by walking around with respect to education level of the respondent revealed that eight statements out of eighteen rejected the null hypothesis due to the fact that their distribution is not the same across the categories of age of the respondent. Variation of opinion with respect to education level of the respondent occurred in statements 1, 2, 3, 4, 5, 8, 9, and 12. Education level of the respondents is divided into three categories: “Technical / Secondary”, “Bachelor”, and “Master”.

As listed in table 64, the first element of management by walking around “I would like to see my manager visiting me during my shift” showed variation of respondents’ opinions with respect to education level as shown in table 59:

1	The distribution of I would like to see my manager visiting me during my shift is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.008	Reject the null hypothesis.
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Table 64: Statement 1 with respect to education level

Table 65 proves the variation of respondents’ opinion regarding the first statement with respect to education level of the respondents through the descriptive statistics performed for this statement.

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
I would like to see my manager visiting me during my shift	Technical / Secondary	57	5.68	1.513
	Bachelor	108	4.93	1.750

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
I would like to see my manager visiting me during my shift	Technical / Secondary	57	5.68	1.513
	Master	21	5.68	1.490

Table 65: Descriptive statistics by education level with respect to statement 1

As shown in the above table, respondents recorded different point of views regarding this statement, however, it is remarkable that respondents who hold a technical / secondary degree and respondents who hold a master degree both seem to highly accept statement number 1 due to the fact that they have equal means which are higher than the mean of the category of respondents holding a bachelor degree. Accordingly,

respondents who like to see their managers during their shifts are those holding a technical / secondary degree and a master degree. It is known that highly educated employees have better ability to express themselves, and voice up their opinions and problems especially because they hold fresh information and ideas, this is why master degree holders like to see their managers. However, technical / secondary degree holders might like to see their managers to benefit from their ideas and get their help because they lack fresh information.

The second element of management by walking around “Administrative rounds create an opportunity for managers to observe the units and departments in action” was affected by the education level of the respondents. Table 66 summarizes the results:

2	The distribution of Administrative rounds create an opportunity for managers to observe the units and departments in action is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
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Table 66: Statement 2 with respect to education level

Running descriptive statistics on statement number two related to management by walking around as presented in table 67 determines variation of respondents’ opinions based on their education level.

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to observe the units and departments in action	Technical / Secondary	57	5.82	1.614
	Bachelor	108	5.17	1.643

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to observe the units and departments in action	Technical / Secondary	57	5.82	1.614
	Master	21	5.57	1.630

Table 67: Descriptive statistics by education level with respect to statement 2

Due to having the highest mean among the other categories, the category of respondents holding a technical / secondary degree highly agrees with statement number 2. Consequently, respondents holding a technical / secondary degree consider that administrative rounds create an opportunity for managers to observe the units and departments in action.

Statement number 3 “administrative rounds create an opportunity for managers to interact with employees” is another element of management by walking around influenced by the education level of the respondents as shown in table 68 below:

3	The distribution of Administrative rounds create an opportunity for managers to interact with employees is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.032	Reject the null hypothesis.
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Table 68: Statement 3 with respect to education level

Descriptive statistics performed on statement number 3 showed that the three categories of respondents had different point of views regarding the possibility of interaction between managers and employees during administrative rounds. Results are as follows:

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to interact with employees	Technical / Secondary	57	5.79	1.747
	Bachelor	108	5.31	1.678

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to interact with employees	Technical / Secondary	57	5.79	1.747
	Master	21	5.81	1.537

Table 69: Descriptive statistics by education level with respect to statement 3

Table 69 proves that the three categories of respondents had different views concerning this element of management by walking around. The category of respondents holding a master degree is characterized by the highest mean and highly approves this statement. As a result, respondents holding a master degree believe that administrative rounds create an opportunity for managers to interact with employees. Master degree holders have fresh information and can express themselves easily, they stress on the importance of communication in the work field and consider it as a key success factor for any institution. Technical / Secondary degree holders do not have updated information regarding the newly adopted strategies and techniques and rely on traditional processes in the working field.

“Administrative rounds create an opportunity for managers to see if there are any problems” is another element of management by walking around that rejected the null hypothesis as summarized in table 70.

4	The distribution of Administrative rounds create an opportunity for managers to see if there are any problems is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.019	Reject the null hypothesis.
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Table 70: Statement 4 with respect to education level

Performing descriptive statistics on statement number 4 determines variation of respondents' perceptions with respect to education level as evident in table 71.

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to see if there are any problems	Technical / Secondary	57	5.75	1.535
	Bachelor	108	5.01	1.857
Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to see if there are any problems	Technical / Secondary	57	5.75	1.535
	Master	21	5.67	1.592

Table 71: Descriptive statistics by education level with respect to statement 4

Table 71 is an evidence of the variation of respondents' perceptions regarding statement number four. Respondents holding a technical / secondary degree have the highest acceptance for this statement due to their highest mean among the other two categories. Therefore, respondents holding a technical / secondary degree consider that administrative rounds create an opportunity for managers to see if there are any work related problems. Because of lacking updated information regarding the newly adopted strategies and techniques Technical / Secondary degree holders might always depend on their managers especially concerning problem solving and decision making which

is not applicable for employees holding a master degree who have the courage to work on their own and solve problems based on their acquired techniques.

“Administrative rounds create an opportunity for managers to check on performance” is another element of management by walking around which showed variation in respondents’ opinions with respect to education level.

5	The distribution of Administrative rounds create an opportunity for managers to check on performance is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.050	Reject the null hypothesis.
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Table 72: Statement 5 with respect to education level

Performing descriptive statistics on statement number 5 shows variation in respondents’ opinions regarding this statement. Results are shown below in table 73:

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to check on performance	Technical / Secondary	57	5.60	1.654
	Bachelor	108	5.04	1.696

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds create an opportunity for managers to check on performance	Technical / Secondary	57	5.60	1.654
	Master	21	5.24	1.729

Table 73: Descriptive statistics by education level with respect to statement 5

As the table shows, variation of opinion occurred between the categories of the respondents, however, due to having a higher mean, the category of respondents

holding a technical / secondary degree believes that administrative rounds create an opportunity for managers to check on performance.

“Administrative rounds allow me as employee to better know my manager” is another element of management by walking around affected by the education level of the respondents as evident in table 74:

8	The distribution of Administrative rounds allow me as employee to better know my manager is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.030	Reject the null hypothesis.
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Table 74: Statement 8 with respect to education level

Descriptive statistics performed for statement number eight shows variation of respondents’ opinions regarding this statement. Results are shown in table 75:

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds allow me as employee to better know my manager	Technical / Secondary	57	5.68	1.669
	Bachelor	108	5.09	1.658

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
Administrative rounds allow me as employee to better know my manager	Technical / Secondary	57	5.68	1.669
	Master	21	5.19	1.601

Table 75: Descriptive statistics by education level with respect to statement 8

Evidently, table 75 proves a variation in respondents’ opinions based on their level of education, characterized by the highest mean among categories, the category of respondents holding a technical / secondary degree highly approve that the

administrative rounds allow them to better know their managers. This could be true because during administrative rounds Technical / Secondary degree holders will have the chance to build strong personal relationships with their managers.

“As a result of administrative rounds managers take action on concerns I have expressed” is the another element of management by walking around affected by the education level of the respondents as summarized in table 76 below:

9	The distribution of As a result of administrative rounds managers take action on concerns I have expressed is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.045	Reject the null hypothesis.
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Table 76: Statement 9 with respect to education level

Referring to descriptive statistics in table 77, variation of respondents' point of views based on the level of education is recorded concerning this element.

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
As a result of administrative rounds managers take action on concerns I have expressed	Technical / Secondary	57	5.26	1.543
	Bachelor	108	4.62	1.563

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
As a result of administrative rounds managers take action on concerns I have expressed	Technical / Secondary	57	5.26	1.543
	Master	21	5.05	1.499

Table 77: Descriptive statistics by education level with respect to statement 9

Table 77 shows that a variation in respondents' point of views occurred regarding statement number 9. Respondents who hold a technical / secondary degree have higher

acceptance for this statement and consider that as a result of administrative rounds managers take action on concerns they have expressed. Employees holding a Technical / Secondary degree might have witnessed cases where their managers took action in response to concerns they have expressed.

“As a result of administrative rounds, I get to know my manager more” is the final element of management by walking around affected by the education level of the respondent.

12	The distribution of As a result of administrative rounds, I get to know my manager more is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.042	Reject the null hypothesis.
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Table 78: Statement 12 with respect to education level

Referring to descriptive statistics in table 79, respondents’ opinions differed concerning this element with respect to their education level.

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
As a result of administrative rounds, I get to know my manager more	Technical / Secondary	57	5.72	1.673
	Bachelor	108	5.24	1.549

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
As a result of administrative rounds, I get to know my manager more	Technical / Secondary	57	5.72	1.673
	Master	21	5.43	1.599

Table 79: Descriptive statistics by education level with respect to statement 12

Table 79 shows that respondents' opinions varied regarding statement number 12. Respondents who hold a technical / secondary degree seem to highly accept this statement and agree that as a result of administrative rounds employees get to know their manager more due to having the chance to develop stronger relationships with their managers.

Testing the elements of management by walking around with respect to the demographic variable "education level" proved that ten statements retained the null hypothesis as their distribution is the same across the categories of education level of the respondent. However, the remaining eight elements showed variation of opinion based on the education level of the respondent as evident in table 63. It was remarkable that the respondents holding a technical / secondary degree had the highest acceptance for most of the statements which revealed variation of opinion among the respondents. To conclude, because ten statements out of eighteen proved that there is no variation of opinion regarding the elements of management by walking around based on the education level of the respondent, hypothesis 1 is partially accepted for education level.

Hypothesis 2 states that a significant linear relationship occurs between the elements of management by walking around and the demographic variables of the respondents.

This hypothesis is tested based on the Spearman's rank correlation coefficient, table 75 below shows the study of the correlation coefficient between the elements of management by walking around and the demographic variables of the respondents:

Correlations					
		Age of the respondent (metric)	Experience at Albert Haykel Hospital (metric)	Experience in current position (metric)	Education level of the respondent
Spearman's rho	Age of the respondent (metric)	1.000	.619**	.552**	-.115
	Experience at Albert Haykel Hospital (metric)	.619**	1.000	.693**	-.082
	Experience in current position (metric)	.552**	.693**	1.000	-.082

Correlations					
		I would like to see my manager visiting me during my shift	Administrative rounds create an opportunity for managers to observe the units and departments in action	Administrative rounds create an opportunity for managers to interact with employees	Administrative rounds create an opportunity for managers to see if there are any problems
Spearman's rho	Age of the respondent (metric)	.260**	.117	.173*	.184*
	Experience at Albert Haykel Hospital (metric)	.127	.087	.086	.145*
	Experience in current position (metric)	-.038	.000	.049	.100

Correlations					
		Administrative rounds create an opportunity for managers to check on performance	Administrative rounds allow me as employee to freely express my problems	Administrative rounds let the manager see the working conditions	Administrative rounds allow me as employee to better know my manager
Spearman's rho	Age of the respondent (metric)	.139	.164*	.177*	.176*
	Experience at Albert Haykel Hospital (metric)	.105	.148*	.108	.156*
	Experience in current position (metric)	.053	.084	.078	.088

Correlations					
		As a result of administrative rounds managers take action on concerns I have expressed	Administrative rounds improve the flow of information between managers and employees	Face-to-face communication between managers and employees lead to improved performance	As a result of administrative rounds, I get to know my manager more
Spearman's rho	Age of the respondent (metric)	.215**	.209**	.185*	.196*
	Experience at Albert Haykel Hospital (metric)	.174*	.146*	.153*	.181*

	Experience in current position (metric)	.102	.077	.082	.081
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Correlations						
		Managers do not act on concerns expressed to them during administrative rounds	I feel like managers are snooping and checking up on me during administrative rounds	Managers do not spend enough time with employees while conducting administrative rounds		
Spearman's rho	Age of the respondent (metric)	.130	.069	.259*		
	Experience at Albert Haykel Hospital (metric)	-.002	.064	.074		
	Experience in current position (metric)	-.005	.129	.074		

Correlations						
		I am too busy to talk with a manager during administrative rounds	I expect managers to take action on concerns that I express to them during administrative rounds	I expect managers to obtain feedback from me during administrative rounds		
Spearman's rho	Age of the respondent (metric)	.185*	.134	.203**		

Experience at Albert Haykel Hospital (metric)	.069	.151*	.161*
Experience in current position (metric)	.097	.185*	.153*

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 80: Correlations

In order to reach a significant linear relationship, the required values of the coefficient of correlation must occur among -1 and +1; correlation can be either perfectly positive or perfectly negative. To begin with, a perfect positive correlation occurs when the value of the coefficient of correlation is +1; consequently, when the independent variable increases by a certain amount, the dependent variable will also increase by the same amount. However, reaching -1 as a value of the coefficient of correlation reflects a perfect negative correlation, therefore, when the independent variable increases by a certain amount, the dependent variable automatically decreases by the same amount. The presence of a significant correlation between the demographic variables of the respondents and some elements of management by walking around is evident in table 80. First of all, a significant correlation is revealed among the demographic variable “age of the respondent” and thirteen out of eighteen elements of management by walking around. The uppermost positive correlation occurred at the 1% between the demographic variable age of the respondent and statement number one “I would like to see my manager visiting me during my shift”, the coefficient value reached 0.260. As a result, as the age of the respondent increases, their desire to see their managers during their shifts will increase, this could be due to their years of experience which allowed

them build strong personal relationships with their managers. Highly aged employees are more confident and have courage to voice up their opinions and discuss work related issues with their managers which is not applicable for young employees who might be very enthusiastic and prefer to work on their own to prove themselves to their managers. Examining the second demographic variable “Experience at Albert Haykel Hospital” determined a significant correlation with nine out of eighteen elements of management by walking around. The maximum positive correlation occurred at the 5% level with the statement “As a result of administrative rounds, I get to know my manager more” with a coefficient value of 0.181. Accordingly, as the years of experience of the respondents’ increase, they will consider that administrative rounds allow them to better know their managers because of developing strong and maybe personal relationships with their managers.

Finally, testing with respect to the demographic variable “Experience in current position” confirms the presence of a significant positive correlation at the 5% level with two elements of management by walking around, however the highest coefficient value was 0.185 with the statement “I expect managers to take action on concerns that I express to them during administrative rounds”. Therefore, the higher the years of experience in current position, the more the respondents will expect managers to take action on concerns they express because highly experienced employees believe that they are experts and managers must rely on their opinions regarding any work related issue, and consider their concerns as highly important and solving them as priority.

Consequently, hypothesis number 2 is accepted due to the presence of a significant positive correlation between the elements of management by walking around and the

demographic variables “Age of the respondent”, “Experience at Albert Haykel Hospital”, and “Experience in current position”.

4.3. Conclusion

In conclusion, the aim of this research is to test whether the elements of management by walking around vary with the demographics of the respondents which are gender of employees, age of employees, total experience of employees, type of duties of employees, and education level of employees. Moreover, this study intended to prove that there is a significant linear relationship between the elements of management by walking around and the demographic variables of the respondents. Results revealed that there is no variation of opinion between the elements of MBWA and the gender of the respondents therefore the first hypothesis is rejected with respect to age of the respondent, however, this hypothesis is highly accepted with respect to age due to the high variation that occurred between the elements of MBWA and the age of the respondents. Testing the elements of management by walking around with respect to total experience, and type of duties of the respondents, a slight variation was demonstrated as a result, this hypothesis is partially accepted with respect to those variables. Moreover, the first hypothesis is also accepted with respect to education due the variation of opinions revealed between the elements of MBWA and the education level of the respondents. Finally, a significant linear relationship between the elements of MBWA and the demographic variables of the respondents is confirmed, as a result hypothesis number two is highly accepted. This research achieved its purpose by proving that there seem to be a significant linear relationship between the elements of management by walking around and the demographic variables of the respondents, in addition, by proving a variation of respondents’ perceptions between the elements of

management by walking around and four out of five demographic variables of the respondents.

Chapter 5

Conclusion

5.1. Introduction

Nowadays, it is necessary for organizations to invest in their employees and increase their satisfaction level to ensure high levels of efficiency and productivity; otherwise, they will not be able to survive the high levels of competition and difficult financial conditions. To be able to detect any incident or problem in the work field, managers should stay around their subordinates while running the organization, interact with them, provide them with the best possible working conditions, and interfere in the problem solving process. Those objectives can never be achieved while managers are locked away in their offices; they can be reached only through management by walking around, which allows managers to stay around employees and cooperate with them. The significance of this research is symbolized by its purpose to acquire the perceived merits of management by walking around, and check whether its elements vary with the demographic variables of the respondents which are gender, age, total experience, experience in current position, and educational level.

5.2. Summary of the findings

The following table summarizes the findings of this study:

Research Question 1	To which extent the elements of management by walking around vary with the demographics and characteristics of
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	employees? (Gender, age, total experience, type of duties, and education level).
Research Question 2	Is there any significant linear relationship between the elements of management by walking around and the demographic variables of the respondents?
Hypothesis 1	The elements of management by walking around vary with the demographics and employee characteristics. (Gender, age, total experience, type of duties, and education level).
Hypothesis 2	There is a significant linear relationship between the elements of management by walking around and the demographic variables of the respondents.
Test (Hypothesis 1)	Kruskal-Wallis Test - Descriptive Statistics - Mann-Whitney U Test
Test (Hypothesis 2)	Spearman's rank correlation coefficient
Result (Hypothesis 1)	There seems to be no variation between the elements of MBWA and the gender of the respondents. Males' and females' opinions did not vary with respect to the elements of MBWA.
	There seems to be high variation between the elements of MBWA and the age of the respondents. The three age groups had different perspectives toward the elements of MBWA as fifteen elements out of eighteenth were rejected. Respondents aged above 40 years seemed to highly accept MBWA statements.
	There seems to be slight variation between the elements of MBWA and the total experience of the respondents as three statements out of eighteen were rejected. Respondents having more than five years of experience seemed to highly accept the MBWA Statements.

	There seems to be slight variation between the elements of MBWA and the experience in current position of the respondents as two statements out of eighteen were rejected. Respondents occupying the same position for more than five years seemed to highly accept the MBWA Statements.
	There seems to be variation between the elements of MBWA and the educational level of the respondents. Eight elements out of eighteen were rejected. Respondents holding a technical / secondary degree seemed to highly accept the MBWA statements.
Result (Hypothesis 2)	There seems to be a significant linear relationship between the elements of MBWA and the demographic variables of the respondents which are: age of the respondent, total experience, and experience in current position.

Table 81: Summary of the findings

5.3. Validity Issues

In order to ensure high validity and reliability levels, and because the data was collected through questionnaires, the internal reliability of the research had to be tested. This was achieved through the Cronbach Alpha Test; the result was 82%, considered higher than the required level 70%, which proved high reliability. In addition, to be able to check the consistency of the participants' answers, the questionnaire included one question that was asked twice but using two different sentence structures and phrases. Results demonstrated that correlation is significant at 0.01 or 1% level which is considered a high correlation level. This reflects that participants answered the asked questions in a reliable and consistent manner; this conclusion is due to the presence of a strong linear relationship between the provided answers for those two questions.

There are three main types of validity that need to be discussed in this research, Malhotra (2009) identified validity as “the extent to which differences in observed scale scores reflect true differences among objects on the characteristic being measured, rather than systematic or random errors” (p. 316). Consequently, the validity of a certain scale is achieved if this scale measures what it is intended to measure. To begin with, there was high level of construct validity in this research. The main reason for this was depending on a well-known credible survey performed by Jonathan H. Amsbary and Patricia J. Staples “Improving Administrator / Nurse Communication: A Case Study of Management by Wandering Around” which was published in “The Journal of Business Communication” in 1991 while formulating the statements of the questionnaire. Moreover, deductive reasoning was used in this study, the hypotheses were formulated based on previous studies and researches. Second, external validity, which is the ability to generate the findings to the whole population of interest, was also demonstrated as the sample was considered as representative because it involves 71% of the whole population. Finally, the internal validity was also achieved due to the fact that no inconsistency or contradiction was shown while conducting non – parametric tests.

5.4. Limitations

Similar to any conducted research, some limitations were faced which hopefully did not negatively affect the research findings. First of all, this research is characterized by being a case study, and studying one entity prevents the generalization of the results to other cases. The collected results will be limited to and applied only at Albert Haykel Hospital. Moreover, it took more than the expected time to collect the questionnaires because some employees, especially those who work night shifts, were too busy to fill them. In addition, there were very few cases where the employees refused to fill the

questionnaire even after explaining to them that the process will be highly confidential. Furthermore, some limitations were encountered regarding the previous theories and researches, the main theoretical limitations were represented by the inability of finding previous theories related to management by walking around especially when it comes to demographic variables. All previous studies aimed to prove the effect of management by walking around on organizational excellence, efficiency, and satisfaction. However, no studies were linked to demographics to detect any type of relationship that this management style might have with respect to demographics, or how demographic variables might affect the elements of this management style. Finally, only few studies which are related to the healthcare sector were found; however, they were considered as highly credible.

5.5. Research Implications

The following part consists of a description of the theoretical and practical implications encountered while conducting this research. First of all, the theoretical implications were presented through one of the main objectives of this study which is spreading the awareness about MBWA to increase the chances of applying this management style either in other hospitals or in other departments at the same hospital. In addition, this study will add something new to the literature because even though there are lots of theories and studies related to the relationship between management styles and employees' performance, only few of them talked about MBWA and its effectiveness. As a result, this study will be testing somehow a new concept not widely adopted in organizations. Concerning the practical implications, succeeding in this study will be very helpful for policy makers because they will stress more on applying MBWA in their organizations. In addition, it will have good effects on the industry because in case

the application of MBWA is widely spread in organizations and hospitals, employees' performance and productivity will be positively affected, employees' levels of satisfaction will increase, and error rates will decrease. With the combination of all those variables, the failure rate among organizations will drop.

5.6. Possible future research

To become more beneficial, this study can be developed to include individual interviews with the managers at Albert Haykel Hospital to discuss with them the collected results. Then, a meeting between managers and employees might be scheduled to discuss the results of this study and set an action plan accordingly. This meeting will be very beneficial because it will strengthen the relationship between managers and employees; moreover, it will satisfy employees through providing them with the ability to participate in setting new plans and strategies and interfere in the decision making process. Finally, to overcome the generalization of results limitation, this study can be conducted in other hospitals all over Lebanon and compare the collected results.

5.7. Final Remarks

Overall, this study is considered unique because of the lack of similar researches in Lebanon. Moreover, the collected findings of this study were satisfying and can be helpful and beneficial for the studied entity. It was a great experience which enriched the literature concerning this management style which, based on the previous studies, is considered highly beneficial for organizations. Finally, this study will be used to ameliorate the application of this management style at Albert Haykel Hospital and transform its weaknesses into strengths. For the top management at this hospital to

counter the negative effects of this management style which are: managers not acting on concerns expressed by employees, employees feeling like managers are snooping and checking up on them during administrative rounds, managers not spending enough time with employees while conducting administrative rounds, and employees being too busy to talk to their managers during administrative rounds, the following suggestions must be adopted:

- Stress on the application of the Paternalistic Management Style which positively affect employees' performance and allow employees to feel that managers are supportive, helpful, and ready to give advice.
- Insist on the significance of interaction between managers and subordinates which positively affects productivity and efficiency.
- Never use a lot of authority when practicing MBWA to prevent the creation of fake interactions, multiple attitudes, and lack of trust between managers and employees.

On the other hand, to be able to transform the weaknesses of this management style into strengths, the management at Albert Haykel Hospital must implement the following steps:

- Train employees to understand the nature of MBWA. Managers must understand the nature of MBWA to apply this concept correctly. In addition, employees must believe that the reason behind the managers' presence is providing help and interfering in the problem solving process to be able to run the organization smoothly.

- Rely on face to face communication which allows clear and better understanding.

Appendix A – The Questionnaire

QUESTIONNAIRE The Perceived Merits of Management by Walking Around: The Case of Nursing and Administrative Departments at Albert Haykel Hospital	
<p>Thank you for taking time to complete this questionnaire which aims at identifying the perceived merits of management by walking around at Albert Haykel Hospital. Your opinion is vital for the success of this research and will be treated in the strictest confidence within the ethical code of practice for field research at the Faculty of Business Administration and Economics at Notre Dame University - Louaize; thus the information gathered will solely be used to compile statistics. No data about you as an individual will be disclosed in any published results.</p> <p style="text-align: center;">Definition of Management by Walking Around</p> <p>Management by walking around is defined as managers being in direct contact with employees, thus being aware of their views and needs.</p>	
SECTION 1 - BACKGROUND INFORMATION Please tick next to the case that best describes you or fill-in the space provided	
1.01. Gender <input type="radio"/> Male <input type="radio"/> Female	
1.02. Age (please provide your age in years) _____	
1.03. Years of experience at Albert Haykel Hospital (Please provide the number of years) _____	
1.04. Current position _____	
1.05. Years of experience in the current position (Please provide the number of years) _____	
1.06. Education <input type="radio"/> Technical degree <input type="radio"/> Bachelor <input type="radio"/> Master's <input type="radio"/> Doctorate <input type="radio"/> Other (Please specify) _____	
SECTION 2 - Management by Walking Around Please circle the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree) Please consider administrative rounds as the regular visits by managers to your department.	
2.01. I would like to see my manager visiting me during my shift.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.02. Administrative rounds create an opportunity for managers to observe the units and departments in action.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.03. Administrative rounds create an opportunity for managers to interact with employees.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.04. Administrative rounds create an opportunity for managers to see if there are any problems.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.05. Administrative rounds create an opportunity for managers to check on performance.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.06. Administrative rounds allow me as employee to freely express my problems.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 2 –Management by Walking Around (Cont.)

Please circle the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree)

2.07. Administrative rounds let the manager see the working conditions.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.08. Administrative rounds allow me as employee to better know my manager.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.09. As a result of administrative rounds managers take action on concerns I have expressed.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.10. Administrative rounds improve the flow of information between managers and employees.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.11. Face-to-face communication between managers and employees lead to improved performance.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.12. As a result of administrative rounds, I get to know my manager more.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.13. Managers do not act on concerns expressed to them during administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.14. I feel like managers are snooping and checking up on me during administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.15. Managers do not spend enough time with employees while conducting administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.16. I am too busy to talk with a manager during administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.17. I expect managers to take action on concerns that I express to them during administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.18. I expect managers to obtain feedback from me during administrative rounds.	Strongly disagree	1	2	3	4	5	6	7	Strongly agree

If you have any comments or concerns about this questionnaire, please contact Dr. Elie Menassa, supervisor of this research – Email: elie.menassa@alumni.dmu.ac.uk - Thank you for your cooperation!

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