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Administration by roaming and its impact on the institutional performance in the Palestinian governmental institutions

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This research investigates the impact of management by walking around (MBWA) on the performance of the Palestinian Ministry of Agriculture. MBWA prioritizes face-to-face relationships between supervisors and staff members to improve communication, motivation, and feedback. Data was gathered from 185 workers out of a total of 328 in the directorates of Jenin, Tulkarm, Nablus, Qalqilya, and Tubas in the northern West Bank. This was done using a structured questionnaire and a descriptive-analytical approach. Participants were selected using a stratified random sampling procedure. The survey assessed the characteristics of MBWA, including fact-finding, feedback, and motivation, and examined their influence on institutional performance. The reliability and validity of the data were verified by the use of Cronbach's Alpha and composite reliability tests. A statistical study, which included correlation and regression analysis, was conducted to evaluate connections and ascertain the influence of MBWA practices on institutional performance. The statistical research demonstrated that MBWA practices have a considerable influence on institutional performance. Feedback ($\beta = 0.444$, $p = 0.006$) and motivation ($\beta = 0.304$, $p = 0.03$) shown a positive correlation with improved performance. Nevertheless, the process of gathering information revealed that there was no noteworthy direct impact ($\beta = 0.189$, $p = 0.131$). MBWA contributed 32.4% to the variation in institutional performance, underscoring its efficacy in enhancing results via improved feedback and motivation. Nonetheless, the process of information collection had little effect. Future studies should investigate the long-term impacts and wider application of MBWA across diverse governmental settings.

KEYWORDS

management by walking around (MBWA), institutional performance, fact-finding, feedback, motivation, Palestinian Ministry of Agriculture, descriptive-analytical method, stratified random sampling

1 Introduction

The economic, technical, industrial, social, and service sectors are now experiencing a revolution in today's fast-paced world. The rapid developments have revolutionized management styles and structures, compelling firms to embrace contemporary management ideas and abandon conventional ways. This current period, often referred to as the "age of globalization," has seen a significant reduction in the size of the globe, leading many industries

to constantly adjust and develop in order to maintain competitiveness (Marković, 2008). In order to attain an organization's vision, goals, and plans, it is necessary to consistently revise work techniques to stay competitive and optimize the use of workers' efforts. The human element is the most crucial aspect in determining the success of institutions, since it directly affects the quality of organizational performance (Friesen and Johnson, 1995). Productivity is a vital element in attaining organizational goals and acts as a gauge of an organization's ability to fulfill its objectives (Grafton et al., 2010). The use of effective management methods, such as management by walking around (MBWA), is crucial in fostering employee motivation and development, ultimately leading to improved results and favorably influencing the overall performance of the firm (Tucker and Singer, 2015). MBWA is a holistic management approach that prioritizes face-to-face communication and engagement between leaders and workers (Ugochukwu et al., 2018). The implementation of this strategy, which entails executives physically departing from their workspaces to actively interact with workers at the operational level, serves to enhance communication, elevate morale, and get immediate feedback. Leaders that are actively involved in the organization and work domains may swiftly resolve difficulties and cultivate a collaborative atmosphere, thereby improving the quality of organizational outputs and performance (Ahsan, 2024). Institutional performance is a measure of how well an organization is able to fulfill its vision and goals (Soelton et al., 2023). It is a collaborative endeavor that includes all staff and management (Strudwick et al., 2024). Performance is a fundamental notion that applies to all areas of administration and is crucial for assessing the efficacy and efficiency of an organization. This assessment must take into account both the internal environment, in order to ensure optimal performance and productivity, and the external environment, to ensure the happiness of those who benefit from it (Hussain et al., 2023). Organizations aim to achieve optimal levels of institutional performance in response to intense global competition and fast fluctuations (Handoyo et al., 2023). In order to get the best possible results, it is necessary for them to execute thorough developmental programs and strategies. Peters and Waterman (1982) emphasized the achievements of major American corporations in their book "In Search of Excellence" by showcasing the effectiveness of contemporary management techniques such as MBWA (Barton and Mees, 2023). This strategy is essential for improving performance. The Palestinian governmental sector, particularly the Ministry of Agriculture, is likewise affected by these fast advancements. The primary objective of the Strategic Agricultural Sector Plan 2021–2023 is to implement contemporary work methodologies in all sectors. The Ministry of Agriculture is vital in providing critical services, regulating, and managing the agricultural industry via its central office and regional directorates. Administrative directors reconcile office duties with regular field activities, engaging directly with the Palestinian populace. To improve institutional efficiency, it is essential to use modern management methods, particularly MBWA—a proactive strategy that emphasizes leadership visibility, transparent communication, and immediate feedback. Based on organizational behavior theory, MBWA is believed to enhance institutional performance by cultivating trust, facilitating information dissemination, and boosting employee motivation. This research specifically investigates MBWA in the Palestinian public sector, a setting that is little investigated and where bureaucratic frameworks often obstruct dynamic leadership techniques. Recent empirical research (e.g., Irshaid, 2022; Chaanine, 2025) substantiates MBWA's

beneficial impact on organizational flexibility, decision-making velocity, and overall performance results.

This study, conducted inside the Palestinian Ministry of Agriculture, offers new insights into the practical use of MBWA for enhancing public-sector management in developing governance environments. There is a scarcity of research examining the influence of MBWA on the functioning of government organizations. Nevertheless, due to its significant strategic value, this research seeks to measure the extent and impact of MBWA on the institutional performance of the Palestinian Ministry of Agriculture (Miklian and Katsos, 2024).

1.1 Research objectives

1. To determine the impact of practicing MBWA in its dimension of fact-finding on the level of institutional performance in the Palestinian Ministry of Agriculture.
2. To assess the impact of practicing MBWA in its dimension of feedback on the level of institutional performance in the Palestinian Ministry of Agriculture.
3. To evaluate the impact of practicing MBWA in its dimension of motivation on the level of institutional performance in the Palestinian Ministry of Agriculture.

This study aims to fill the gap in current research by examining the relationship between MBWA and institutional performance in the Palestinian Ministry of Agriculture. The results will help to improve our knowledge of how contemporary management techniques may be successfully used to boost performance in government organizations.

2 Literature review

The concept of Administration by Roaming, frequently referred to as administration by Walking Around (MBWA), has become more popular in modern organizational administration. It entails managers actively interacting with workers at the operational level, which promotes communication, motivation, and feedback. This literature study examines the theoretical foundations, empirical research, comparative analyses, and the connection between MBWA and institutional performance, with a specific emphasis on the Palestinian Ministry of Agriculture.

2.1 Theoretical underpinnings of MBWA

MBWA is based on the idea of human relations, which highlights the significance of interpersonal connections in the workplace (Mohamed Elsayed et al., 2023). The method is consistent with McGregor's Theory Y, which suggests that workers are intrinsically driven and excel when given autonomy and trust (Sibiya, 2023). MBWA is further bolstered by the tenets of transformational leadership, whereby leaders motivate and interact with their workers to attain elevated levels of performance (Miklian and Katsos, 2024). Empirical research on MBWA.

Multiple studies have emphasized the advantages of MBWA in different organizational contexts. Deutschman (2024) conducted a

significant study called “In Search of Excellence,” which chronicled the achievements of prominent American corporations who used MBWA. A study revealed that face-to-face communication between supervisors and subordinates resulted in elevated employee satisfaction, heightened efficiency, and improved overall company success.

Additional evidence from Hart (2021) research corroborates these results by showing that MBWA enhances communication and fosters trust among companies. Katopol’s study conducted in a hospital environment demonstrated that MBWA has a positive impact on patient care quality and personnel satisfaction levels. At a similar vein, Malambo (2022) discovered that the practice of MBWA at educational establishments resulted in enhanced teacher performance and positive student results. Comparative analyses conducted across various industries and geographies provide a more profound understanding of the efficacy of MBWA. Xu et al. (2023) conducted a comparative analysis of the adoption of MBWA in American and Middle Eastern enterprises. The research revealed that cultural disparities have a substantial influence on the efficacy of MBWA. The casual and direct style of MBWA was well-received in the American setting, resulting in improved performance. Nevertheless, the adoption of MBWA in the Middle Eastern environment encountered difficulties due to the presence of hierarchical and formal systems. However, despite these problems, there were still noticeable beneficial effects when MBWA was adjusted to align with the cultural context.

Danladi Nson (2023) conducted a comparative analysis of MBWA procedures at government institutions in Jordan and Palestine within the public sector. The research found that both nations showed enhancements in institutional performance, but the degree of improvement differed owing to variations in administrative systems and cultural attitudes toward authority.

The argument throughout the effectiveness of MBWA revolves around its flexibility and possible obstacles. Detractors contend that MBWA may be a time-intensive practice and may not be compatible with every business culture. Collins (2020) contends that in businesses characterized by strict formality and hierarchy, the practice of MBWA may encounter opposition from both managers and workers who are used to conventional management approaches. On the other hand, supporters such as Minear et al. (2023) argue that the advantages of MBWA are greater than the difficulties. They contend that via the dismantling of barriers between management and workers, MBWA promotes a more inclusive and responsive organizational culture, which is essential for effectively adjusting to fast changes in the external environment.

2.2 Relationship between MBWA and institutional performance

The relationship between MBWA and institutional performance is complex and has several aspects. Implementing effective MBWA strategies may result in several favorable consequences:

Improved communication: the direct engagement between managers and staff enables more transparent communication and faster problem-solving (Imam et al., 2023).

Enhanced motivation: consistent involvement and acknowledgment from supervisors elevate staff morale and motivation (Ali et al., 2020).

Enhanced feedback mechanisms: the implementation of continuous feedback aids in the rapid identification and resolution of performance gaps (Cavalcanti et al., 2021).

Enhanced decision-making: managers get direct knowledge of operational difficulties, resulting in well-informed decision-making Application to the Palestinian Ministry of Agriculture (Sharma and Sehwawat, 2021).

The Palestinian Ministry of Agriculture acknowledges the capacity of MBWA to improve institutional performance. As per the Strategic Agricultural Sector Plan 2021–2023, the Ministry intends to upgrade its operational approaches, which includes using MBWA. The strategy highlights the need of close monitoring, ongoing evaluation, and timely collection of field data to enhance the provision of services and operational effectiveness.

Research conducted by Powell (2021) highlights the significant strategic value of MBWA in the Palestinian setting. They contend that considering the distinct difficulties encountered by Palestinian governmental institutions, such as constrained resources and political volatility, MBWA might have a pivotal impact on enhancing performance and attaining organizational objectives.

Extensive research consistently demonstrates the beneficial influence of MBWA on the overall performance of organizations in many industries and geographic areas. Although there are problems in adapting MBWA to various cultural and organizational settings, the advantages of enhanced communication, motivation, feedback, and decision-making make it a desirable management technique. By integrating MBWA into its strategic plans, the Palestinian Ministry of Agriculture may use these advantages to improve its performance and provide better service to the agricultural sector in Palestine. Ongoing research and comparison studies will continue to provide insight into the most efficient methods for implementing MBWA in various situations. This will ensure that MBWA is tailored to match the individual requirements and difficulties faced by each firm (Figure 1).

2.3 Hypotheses development

H1: There is a statistically significant impact of practicing MBWA in its dimension of fact-finding on the level of institutional performance in the Palestinian Ministry of Agriculture.

H2: There is a statistically significant impact of practicing MBWA in its dimension of feedback on the level of institutional performance in the Palestinian Ministry of Agriculture.

H3: There is a statistically significant impact of practicing MBWA in its dimension of motivation on the level of institutional performance in the Palestinian Ministry of Agriculture.

3 Methodology

3.1 Research methodology: study design

The research used a descriptive-analytical approach to investigate the impact of MBWA on institutional performance at the Palestinian Ministry of Agriculture.

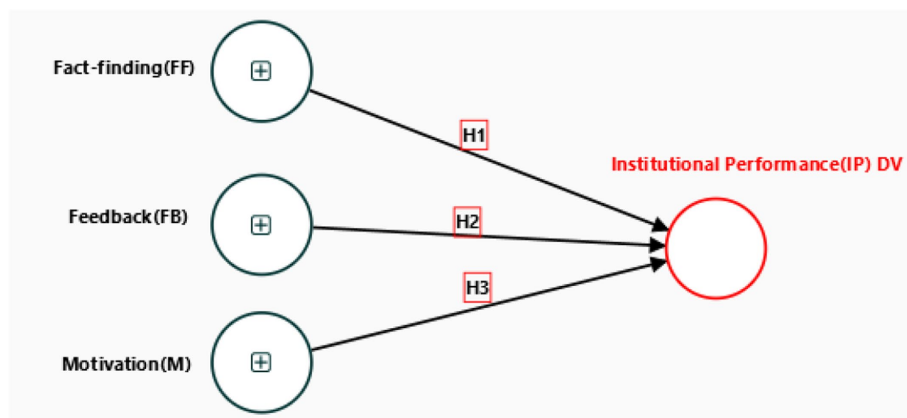


FIGURE 1
Conceptual framework.

3.2 Study population

The population includes all 328 staff members from the Palestinian Ministry of Agriculture’s directorates in the northern West Bank (Jenin, Tulkarm, Nablus, Qalqilya, and Tubas) (Table 1).

3.3 Sampling method

A stratified random selection approach was used to pick a sample of 185 staff guaranteeing proportionate representation from each governorate.

3.4 Data collection instrument

The primary data gathering instrument was a questionnaire, which included: demographic information includes gender, age, education level, years of service, and job titles. MBWA practices include fact-finding, feedback, and motivational elements. Institutional metrics for performance include efficiency, effectiveness, and quality.

3.5 Data collection procedure

Among the 185 surveys issued, 176 were returned (53.6% response rate). After removing incomplete replies, 171 valid questionnaires (52.1% of the total population) were examined.

3.6 Data analysis

Data were examined using SPSS and SmartPls4. Descriptive statistics summarized demographics and questionnaire answers, and inferential statistics such as Bootstrapping, *p*-values, Coefficient of Determination, R² and path analysis to investigated the relationships between MBWA practices and institutional performance (Ateeq et al., 2024a, 2024b).

TABLE 1 Study population.

No.	Governorate	Number	No.
1	Jenin	82	1
2	Tubas	66	2
3	Tulkarm	66	3
4	Qalqilya	40	4
5	Nablus	74	5

Department of Citizen Affairs, Ministry of Palestinian Agriculture, 2022.

4 Results

The present study analyzes the attributes and percentages of a subset of 171 participants in a research project. The gender breakdown indicates that men make up the majority, accounting for 57.3% of the population, while females account for 42.7%. In terms of age, the majority (49.7%) of individuals fall into the 50 years or older category. Academically, 71.3% possess a bachelor’s degree. According to the service length data of the Ministry of Agriculture, 67.8% of employees have more than 15 years of experience. When it comes to job levels, 40.9% of the employees hold the position of department heads, while general managers make up 8.2% of the workforce. This varied and representative sample offers useful insights on the demographics, credentials, and experience levels of the Ministry, indicating a highly educated and experienced staff that is mostly in senior positions (Table 2).

4.1 Reliability and validity

The table demonstrates a strong level of reliability and validity for the constructs examined in the research. The Cronbach’s Alpha and Composite Reliability ratings for Fact-finding (0.899, 0.900), Feedback (0.920, 0.919), Institutional Performance (0.949, 0.930), and Motivation (0.918, 0.923) above the minimum required value of 0.7, suggesting a high level of internal consistency (Albusaidi et al., 2024). The Average Variance Extracted (AVE) values exceed 0.5, so

TABLE 2 Distribution of sample characteristics and their ratios.

Respondents' characteristics		N	(%)
Gender	Male	98	57.3%
	Female	73	42.7%
Total		171	
Age	Less than 30 years	11	6.4%
	30–39 years	19	11.1%
	40–49 years	56	32.7%
	50 years or more	85	49.7%
Total		171	
Experience	Less than 5 years	14	8.2%
	5–10	12	7%
	10–15	29	17%
	More than 15 years	116	67.8%
Total		171	
Education	High school	36	21.1%
	Bachelor's degree	122	71.3%
	Master's degree or higher	13	7.6%
Total		171	
Job Level	General manager	14	8.2%
	Director	48	28.1%
	Deputy director	11	6.4%
	Head of department	70	40.9%
	Unit manager	28	16.4%
Total		171	

establishing the presence of convergent validity (Abdulrahim et al., 2024). The findings validate the resilience of the measuring framework (Ateeq et al., 2024a, 2024b) (Figure 2 and Table 3).

4.2 Assessment of measurement model

4.2.1 Convergent validity

The table provides evidence of convergent validity for the dimensions of Fact-finding, Feedback, Institutional Performance, and Motivation. All items have factor loadings that above the permissible level of 0.7, suggesting substantial relationships between the items (AlBusaidi et al., 2024). All Composite Reliability (CR) ratings above 0.9, indicating a strong level of internal consistency (Alzoraiki et al., 2024). The Average Variance Extracted (AVE) values, which are higher than 0.5, provide further evidence supporting the convergent validity of the study (Melhem et al., 2024). The measures included in the research jointly demonstrate the strength and accuracy of the constructs utilized (Alastal et al., 2024) (Table 4).

4.2.2 Discriminant validity for latent variables

The Table 5 illustrates the discriminant validity by comparing the square root of the Average Variance Extracted (AVE) values on the diagonal with the inter-construct correlations off-diagonal (Salahelddeen et al., 2024). Each diagonal value (FF = 0.773, FB = 0.811,

IP = 0.775, M = 0.790) surpasses the corresponding inter-construct correlations, suggesting that each construct exhibits a higher degree of shared variance with its indicators than with other constructs (Qaid et al., 2024; Milhem et al., 2024). This verifies the discriminant validity of the model, indicating that there are separate constructs present.

4.3 The prediction relevance of the mode

The investigation of the coefficient of determination (R^2) reveals that MBWA accounts for 32.4% of the variation in institutional performance (IP) within the Palestinian Ministry of Agriculture. The strong relationship between MBWA techniques, such as fact-finding, feedback, and incentive, and improved institutional performance is highlighted by this important table. The reliability and validity tests affirm the strength and accuracy of these constructs, as shown by the high values of Cronbach's alpha and composite reliability. This is consistent with research conducted by Nagi et al. (2023) as well as more recent studies by Alaghbari et al. (2024). These studies emphasize the efficacy of MBWA in enhancing organizational results by means of direct management involvement and ongoing improvement methods. These results support the need for greater use of MBWA in management strategies to enhance performance measures (Figure 3).

4.4 The assessment of the inner model and hypothesis testing procedures

4.4.1 Analysis of path coefficients

The route coefficient analysis, shown in Table 6 and Figure 4, offers further understanding of the direct impacts of the dimensions of MBWA on institutional performance. The importance of these impacts was determined by analyzing the path coefficients (β), t -values, and p -values.

H1: Fact-finding (FF) \rightarrow Institutional Performance (IP): The path coefficient ($\beta = 0.189$, $p = 0.131$) suggests that fact-finding has no meaningful effect on institutional performance, since the p -value is higher than the 0.05 significance threshold. This conclusion indicates that while fact-finding is a part of MBWA, its impact on institutional performance is not significant.

H2: Feedback leads to improvements in institutional performance. The path coefficient ($\beta = 0.444$, $p = 0.006$) indicates a statistically significant and favorable impact of feedback on institutional performance. This discovery is consistent with previous research (Mone et al., 2018) highlighting the significance of feedback in improving performance by addressing workers' issues and offering constructive suggestions.

H3: Motivation (M) \rightarrow Institutional Performance (IP): The path coefficient ($\beta = 0.304$, $p = 0.030$) demonstrates a statistically significant and beneficial impact of motivation on institutional performance. This corroborates other research Yun et al. (2007) and Ramlall (2004) that emphasizes the significance of motivation in enhancing employee performance and overall organizational results.

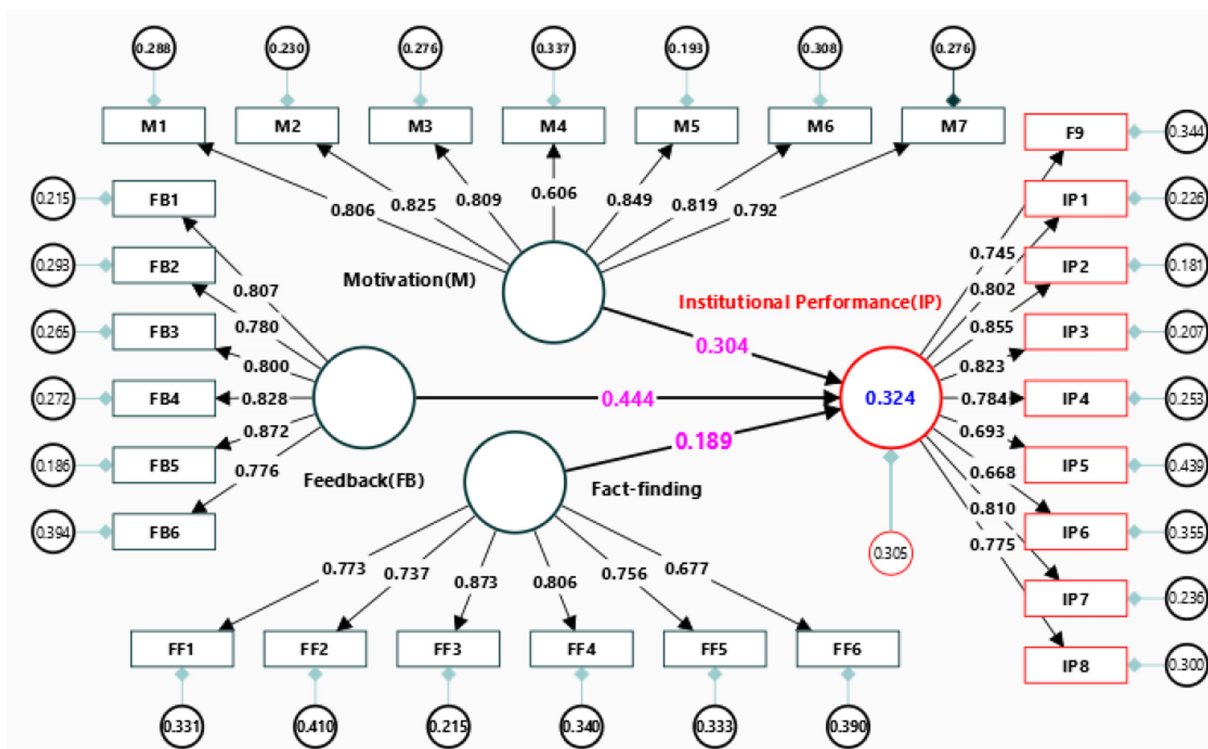


FIGURE 2 Assessment of measurement model. FF, Fact-finding; FB, Feedback; IP, Institutional Performance; M, Motivation.

TABLE 3 Reliability and composite reliability.

Construct	Cronbach's Alpha	Composite reliability	Average variance extracted (AVE)
Fact-finding	0.899	0.900	0.597
Feedback (FB)	0.920	0.919	0.658
Institutional performance (IP)	0.949	0.930	0.601
Motivation (M)	0.918	0.923	0.624

FF, Fact-finding; FB, Feedback; IP, Institutional Performance; M, Motivation.

TABLE 4 The convergent validity analysis.

Construct	Code	Number of items	Factor loading	CR	AVE
Fact-finding (FF)	(FF)	6	0.770	0.900	0.597
Feedback (FB)	(FB)	6	0.801	0.919	0.658
Institutional Performance (IP)	(IP)	9	0.776	0.930	0.601
Motivation (M)	(M)	7	0.787	0.923	0.624

Factor loading: The quantity of variation that the variable explains for that factor; a value of 0.7 or higher is considered acceptable (Alastal et al., 2024). CR measures the general reliability of the scale and is best used with CFA. AVE: The value here shows you the amount of variation an algorithm can cope with; 0.5 is acceptable. AVE stands for "average variance." CR: Composite reliability (Ateeq et al., 2024c).

The results of this study are consistent with prior studies on the influence of MBWA on organizational performance. Studies conducted by Durrah et al. (2020) have shown that MBWA is helpful in increasing institutional performance by promoting better communication and increased employee engagement. Nevertheless, the lack of substantial effects from fact-finding is in contrast with previous research, which indicate that the contextual circumstances inside the Palestinian Ministry of Agriculture may affect the efficiency of this aspect.

4.5 Rationale and consequences

The notable beneficial impacts of feedback and incentive on institutional performance warrant the adoption of MBWA approaches that prioritize these elements. Managers at the Palestinian Ministry of Agriculture should prioritize the provision of consistent feedback and the creation of a stimulating workplace in order to improve performance. The modest R² value suggests that the dimensions of MBWA have a significant role in institutional performance, but there are also other elements that contribute to it. This finding highlights the need for more study in identifying these other components.

In short, this research offers important insights into the particular aspects of MBWA that have a substantial influence on the performance of the Palestinian Ministry of Agriculture. Managers may enhance organizational results and adjust to the changing difficulties in the agriculture industry by prioritizing feedback and motivation (Table 7).

5 Discussion

The primary purpose of this research was to investigate the impact of MBWA on the performance of the Palestinian Ministry of Agriculture. The research specifically focused on three aspects of MBWA: information gathering, constructive criticism, and encouragement. The findings indicated that feedback and motivation have a major impact on institutional performance, although fact-finding does not have a big direct influence. The results of this study align with previous research that highlights the significance of management practices in improving organizational performance. Gupta and Goyal (2023) highlighted MBWA as a crucial determinant of performance in big American corporations, emphasizing its significance in enhancing communication and fostering employee involvement. Furthermore Durrah et al. (2020) emphasized the significance of MBWA practices, namely those related to feedback and incentive, in enhancing organizational results. Upon comparing the results of the current study with those of earlier studies, several similarities and differences become apparent. The notable influence of feedback on institutional performance supports the findings of Musheke and Phiri (2021)

which indicate that efficient communication and feedback systems result in improved employee performance and organizational achievement. These studies support the current results, indicating that feedback plays a crucial role in MBWA and has a favorable impact on institutional performance.

However, the lack of a substantial impact of fact-finding is in contrast with findings from earlier research. Naqvi (2023) argue that fact-finding is essential for managers to comprehend the actual circumstances and make well-informed judgments. The variation in results might be ascribed to variances in circumstances. The unique difficulties and functioning dynamics inside the Palestinian Ministry of Agriculture may reduce the significance of fact-finding in comparison to other characteristics of management by walking about (MBWA).

The notable beneficial impacts of feedback and motivation on institutional performance underscore the need for managers to give priority to these parts of MBWA. Feedback mechanisms provide a bidirectional communication channel that enables workers to feel acknowledged and appreciated, resulting in heightened morale and productivity. The notion is substantiated by the substantial path coefficient for feedback ($\beta = 0.444, p = 0.006$), highlighting its function in improving performance via addressing employee issues and offering constructive comments.

Similarly, the motivation component, with a path coefficient of ($\beta = 0.304, p = 0.030$), highlights the significance of establishing a stimulating atmosphere for workers. This is consistent with the findings of Sitopu et al. (2021) who assert that individuals who are motivated are more inclined to excel in their performance and make valuable contributions toward achieving corporate objectives. These results support the adoption of MBWA techniques that prioritize consistent feedback and incentive tactics.

A comprehensive comprehension is necessary to grasp the little influence of fact-finding. Although fact-finding is often seen

TABLE 5 Discriminant validity analysis.

Construct	FF	(FB)	(IP)	(M)
Fact-finding (FF)	0.773			
Feedback (FB)	0.868	0.811		
Institutional performance (IP)	0.668	0.696	0.775	
Motivation (M)	0.876	0.809	0.679	0.790

The square root of the average variance extracted is represented by a diagonal, while the other elements reflect the correlation estimate (Ateeq et al., 2022).

R-Square Value For Institutional Performance

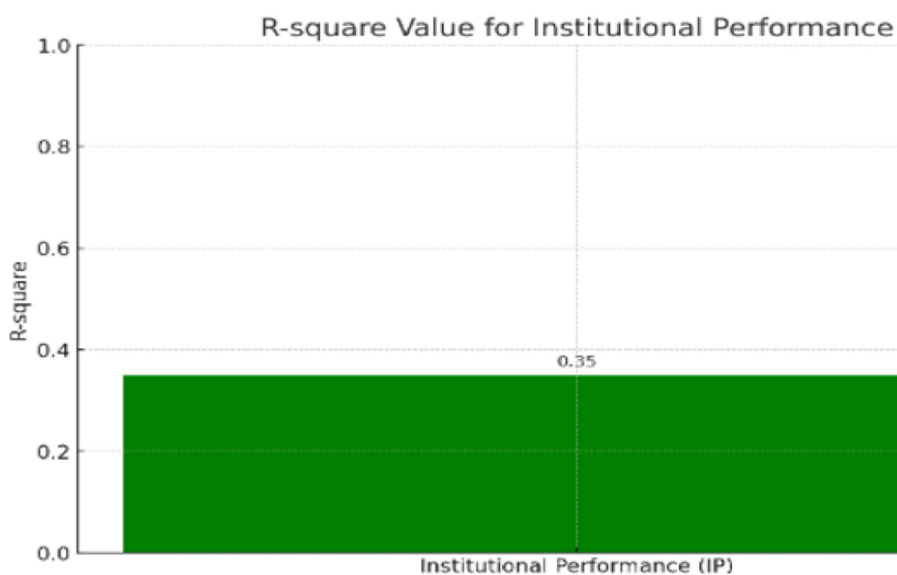


FIGURE 3 R-square adjusted.

as a crucial management task, its impact on institutional performance in this research was not significant ($\beta = 0.189$, $p = 0.131$). The reason for this might be attributed to the unique characteristics of the duties and problems faced by the Palestinian Ministry of Agriculture, where prompt feedback and incentive may have a more significant impact on resolving everyday operational concerns.

Furthermore, the results of the research highlight the significance of contextual elements in assessing the efficacy of management strategies. Although feedback and motivation were shown to be important factors in predicting institutional success, the impact of fact-finding was not as strong. Managers should customize their MBWA procedures to suit the particular requirements and dynamics of their businesses.

5.1 Contribution to the current body of literature

This research enhances the current knowledge by presenting empirical data on the particular aspects of MBWA that impact institutional performance in a governmental setting. This study expands upon earlier research by examining the success of MBWA in a public sector organization located in a developing country. This adds a fresh perspective to our knowledge of MBWA's effectiveness. The study's unique findings within a particular context emphasize the variation in the effects of different aspects of MBWA in various organizational environments and cultural circumstances.

5.2 Practical applications

The research has important practical implications for managers working in the Palestinian Ministry of Agriculture and other comparable organizations. Managers may promote employee engagement, improve performance, and accomplish corporate objectives more effectively by prioritizing feedback and incentives. The research indicates that while standard management tactics such as gathering information are crucial, they may need to be supplemented with approaches that specifically cater to employee requirements and cultivate a favorable work atmosphere.

6 Conclusion

In conclusion, overall, this research offers useful insights into the particular aspects of MBWA that have a major influence on the functioning of the Palestinian Ministry of Agriculture. The results

TABLE 6 Coefficient of determination result R2.

	R-square
Institutional performance (IP)	0.324

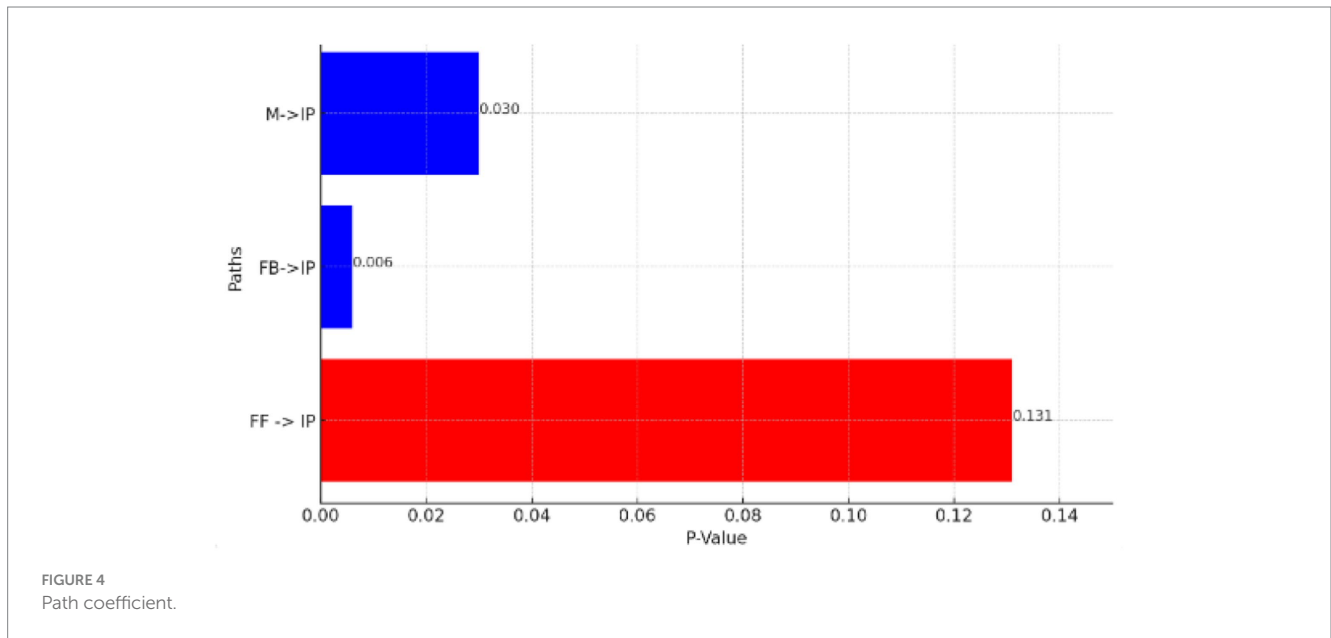


TABLE 7 β eta, mean, STDEV, t -values, p -values, and decision (direct effect).

No.	Hypothesis	β	μ	SD	T -value	P -values	Decision
H1	FF \rightarrow IP	0.189	0.188	0.168	1.124	0.131	Not supported
H2	FB \rightarrow IP	0.444	0.443	0.176	2.517	0.006	Supported
H3	M \rightarrow IP	0.304	0.316	0.161	1.889	0.03	Supported

Beta (β), values from -1 to $+1$. Assess significance and confidence intervals p -values, significance at $p < 0.05$ (Milhem et al., 2024).

are consistent with previous research that emphasizes the significance of feedback and motivation, while also emphasizing that the efficacy of managers is influenced by individual circumstances. Subsequent studies should investigate the interaction between different elements of MBWA in other organizational settings to enhance our holistic understanding of their influence on performance.

6.1 Limitations and future research

The limits of this research lie in its exclusive emphasis on a specific industry and geographic location, which may restrict its applicability to a broader context. Future study should investigate the impact of MBWA in other industries and countries. This may be done by using longitudinal designs to measure long-term impacts and by considering additional factors such as organizational culture and employee demographics to enhance the results.

6.2 Recommendations

The research results suggest the following suggestions to improve institutional performance via the use of MBWA practices:

1. Promote frequent and direct encounters between managers and staff to foster trust and enhance communication.
2. Implement a system for ongoing feedback to assist staff in comprehending their performance and identifying areas that need improvement.
3. Incentivize and inspire staff members: employ motivating tactics to enhance staff morale and productivity, creating a favorable work atmosphere
4. Create and design training programs: develop training programs that prioritize the significance of MBWA and provide managers with the necessary competencies to execute it proficiently.
5. Assess and modify: continuously assess the efficiency of MBWA procedures and make appropriate modifications to ensure they align with company objectives.

Data availability statement

The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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Ethics statement

Ethical review and approval was not required for the study on human participants in accordance with the local legislation and institutional requirements. Written informed consent from the (patients/participants OR patients/participants legal guardian/next of kin) was not required to participate in this study in accordance with the national legislation and the institutional requirements.

Author contributions

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