
| RESEARCH ARTICLE

Management by Walking Around (MBWA), Communication, and Productivity of Selected Employees in Chongqing, China

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| ABSTRACT

This study examined the Management by Walking Around (MBWA), communication, and productivity of selected employees in Chongqing, China. According to Dyer (2023), MBWA also encourages managers to broaden their inter-organizational connections and learn new leadership abilities, such as active listening, to assist in creating and sustain excellent employee-employer relationships. Effective communication stimulates the decision-making process and encourages effective communication among employees. The researchers aimed to assess the status of management by walking around, level of communication, and level of productivity of selected employees. It also examined whether there is a significant relationship exists between the status of management by walking around and the level of communication, the status of management by walking around and the level of productivity and the level of communication and the level of productivity of selected employees. The study utilized descriptive-correlational research method which determined the Management by Walking Around (MBWA), communication, and productivity among selected employees in Chongqing, China. The findings of the study revealed that the status of management by walking around was satisfactory and the level of communication of selected employees was very high. The level of productivity of selected employees was high. A significant relationship was noted between the status of management by walking around and the level of communication, with a Pearson r value of 0.429 indicating a moderate correlation. A p value of 0.000, lower than the 0.01 level of significance, indicated a significant relationship between the level of communication and the level of productivity. Management by Walking Around (MBWA) is a workplace practice where managers frequently observe and interact with employees. This approach promotes clear and effective communication, reducing extra work and missed cooperation. Employees complete tasks efficiently within designated time frames and seek ways to improve their skills. The practice is associated with higher productivity among employees in Chongqing, China, with higher communication levels leading to higher productivity.

| KEYWORDS

Management by Walking Around (MBWA) Communication, Productivity, Employee, Companies

| ARTICLE INFORMATION

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Introduction

Management by Walking Around (MBWA) is a leadership approach that encourages managers to move around the workplace to better understand their employees and their tasks. This method helps break down barriers and improve communication between managers and employees, boosting effective communication and enhancing employee productivity. MBWA promotes face-to-face interaction, building personalized connections and developing new leadership skills like active listening. Effective communication is essential for decision-making and fostering positive interactions among employees.

MBWA fosters spontaneous interactions, allowing managers to observe employees' work, providing a more accurate understanding of the workplace for supervisory duties. Employee engagement is crucial for managing productivity and organizational performance in a competitive landscape. This study aims to examine the relationship between MBWA, communication, and employee productivity in Chongqing, China. The research collected data to assess whether these variables are significantly related and provided valuable insights to corporate managers. It also benefited employees by helping them understand how these factors contribute to employee engagement and job satisfaction.

Management by Walking Around

Management by Walking Around (MBWA) is a management style that focuses on employee feedback and feedback, focusing on real-world experiences and ideas. It involves regular visits to employees' workspaces to communicate and monitor their performance. MBWA is built on three key factors: the corporate environment, subordinate traits, and leadership attributes. This article uses the UAE's municipalities and utility firms as a case study to investigate the critical factors affecting the public sector's adoption of MBWA.

MBWA enhances organizational performance through fact-feedback, motivation, and communication. It is particularly effective in Oman's media establishments, where lack of interaction and dialogue between administration and staff can hinder success. The technique relies on managers gathering information and following the unfolding of operations within departments and work sites.

Ibrahim (2022) explores the link between walking-based management and strategy renewal in the tourist sector. Data from 99 managers working in Baghdad's six best hotels revealed a poor degree of growth and originality in MBWA practice. The report advises hotel and tourist managers on how to use walking management in strategic hotel renovations and emphasizes its importance in the hotel industry, particularly in Iraq and the Arab world.

MBWA positively impacts strategic renewal in hotels, but neglecting creative aspects may hinder development. The research emphasizes the importance of MBWA in the hotel and tourism industry, particularly in Iraq and Arab countries, and suggests future research to explore its broader applicability.

The paper advocates for a proactive management style that prioritizes direct engagement with employees, focusing on management by walking around (MBWA). This approach can improve health IT services and foster a more collaborative and supportive work environment. It also fosters stronger relationships between management and employees, leading to increased job satisfaction and morale, improved retention, and quality of care.

MBWA is concerned with regulating and foreseeing individual actions through open communication, which can be seen as part of an organizational communication plan. It encourages managers to lend their skills and information, encouraging staff to experiment with new procedures and enhance workflows. This strategy increases productivity and effectiveness at work by determining areas for improvement and allocating resources.

Several studies have shown that MBWA and good communication increase employee productivity. Studies have found that organizations with managers who address employee issues demonstrate greater productivity and that the existence of senior management has a positive impact on employee achievement.

Practicing MBWA encourages optimism about jobs and empowers managers to confront obstacles of direct communication with employees. It improves leadership effectiveness by encouraging executives to explore among employees, build relationships, increase personal involvement, and express recognition for employees' contributions to organizational success.

In the hotel sector, a study found that MBWA did not result in development or creativity due to a failure to recognize the importance of skilled and creative employees. The study emphasizes the significance of assessing the value of skilled and creative personnel for effective use of MBWA for strategy renewal.

Statement of the Problem

This study determined the management by walking around (MBWA), level of communication and level of productivity of selected employees in Chongqing, China. Specifically, it sought to answer the following:

1. What is the status of the management by walking around (MBWA) in Chongqing, China?
2. What is the level of communication of selected employees in in Chongqing, China?
3. What is the level of productivity of selected employees in in Chongqing, China?
4. Is there a significant relationship between the status of management by walking around (MBWA) and the level of communication of selected employees in Chongqing, China?
5. Is there a significant relationship between the status of management by walking around (MBWA) and the level of productivity of selected employees in Chongqing, China?
6. Is there a significant relationship between the level of communication and the level of productivity of selected employees in in Chongqing, China?
7. Based on the result of the study, what action plan could be proposed to enhance the management by walking around (MBWA), level of communication and level of productivity of selected employees in Chongqing, China?

Methodology

Research Design

In this study, the descriptive-correlational research design was utilized by the researcher. Using this research design, the data were analyzed, measured, and interpreted that determined the management by walking around (MBWA), communication and employees' productivity in Chongqing, China.

Descriptive correlational research design supports the researcher to find out the correlation between a specific leadership style called management by walking around (MBWA), communication, and employee productivity. A descriptive research design also defines productivity and communication in a systematic way. On the other hand, a correlational research design analyzes relationships between variables without the researcher changing or influencing any of them (Bhadari, 2021). In this study referred to the relationship of management by walking around (MBWA), communication and employees' productivity. Descriptive correlational survey was used to attain the information needed in this study.

Participants and Sampling

This study obtained data from two sources namely, primary and secondary. Primary data consisted of survey responses from selected employees in Chongqing, China. Only the empirical data generated from them were statistically treated and analyzed in this study.

The total population of the study consisted of 670 employees in Chongqing, China. The 134-sample size was computed using 20% of the total population. Out of 134 sample sizes, only 108 were retrieved from the respondents with a retrieval rate of 81%. Gay (1976) as cited by Akbar (2023) a recommended sample size of 20% for a descriptive study depending on the size of the population whether big or small. This study was conducted during the academic year 2023-2024. The actual selection of the respondents was done using simple-random sampling techniques.

Data Collection Instruments

The study employed researcher-developed questionnaires to gather primary data, divided into three (3) parts. Part I is Management by Walking Around (MB WA) in Chongqing, China. Part II, examined the Level of Communication. Lastly, Part III, evaluated the Level of Productivity of selected employees selected employees in Chongqing, China. The questionnaire initially underwent validation by consulting with the thesis adviser to confirm the clarity of its content and the suitability of the items. Additionally, the researchers gathered input from experts in accounting, research, and statistics to ensure the relevance of the indicators used in the research questionnaire. The suggestions and recommendations of the experts were incorporated into the draft of the questionnaire. Additionally, the researcher-made questionnaire underwent a reliability test through pilot testing using Cronbach's Alpha for a thorough validation of the formulated indicators. The Results of the Reliability test using Cronbach's Alpha test are; for the status of management by walking around (0.775), for the level of communication (0.810) and for level of productivity (0.902).

Results and Discussions

The study reveals that in Chongqing, China, the status of Management by Walking Around (MBWA) is satisfactory with an average weighted mean of 3.16. This method fosters well-being and professional development by allowing employees to interact with managers by walking around the workplace. The study found that managers frequently walk around the workplace to observe and engage with employees, demonstrating care about well-being and professional growth. MBWA helps identify opportunities for improvement and supports team success by being accessible and visible. The study also found that a stronger

connection was felt with management due to their regular presence on the floor. MBWA also assists managers in understanding the daily struggles faced by employees. However, it also caused unnecessary distractions for employees. The study concludes that MBWA is a valuable tool for fostering employee well-being and professional growth.

The study focuses on the effectiveness of Management by Walking Around (MBWA) in building trust and strengthening relationships between managers and employees. It reveals that communication within managers and employees is clear and effective, allowing employees to collaborate seamlessly. However, poor communication can lead to extra work and missed cooperation opportunities. The study also found that a culture of rumors and gossip often develops due to a lack of communication, causing confusion and dissatisfaction. To improve communication, employees were willing to attend seminars on communication and receive training.

The study also found that a lack of communication can lead to confusion and dissatisfaction, leading to inefficiencies. To improve communication, employees were willing to attend seminars on communication and receive training. Proper communication allowed individuals to voice their thoughts and opinions without worrying about consequences.

The study focuses on the importance of effective communication in organizations for success. It highlights the benefits of communication in building trust, improving decision-making, reducing turnover, increasing employee performance, and promoting teamwork. Effective communication fosters connections, develops workplace cultures, and supports activities at all levels. It also helps create and maintain business partnerships, enhancing commitment and loyalty, and reducing misunderstandings and conflicts.

The study found that employees in Chongqing, China, have high levels of productivity, which is attributed to efficient task completion, consistently meeting or exceeding performance targets, effective workload management, maintaining high output levels with minimal supervision, contributing innovative ideas, handling multiple tasks simultaneously without compromising quality, minimizing downtime, and maximizing productive hours.

Employee productivity is also crucial for corporate success. It evaluates a worker's effectiveness and productivity in meeting organizational goals by comparing work output to inputs like time, effort, and resources. It is essential for operational excellence since it measures the quality, efficiency, and effect of an employee's contributions to the firm.

Higher productivity means employees can accomplish more in less time, resulting in improved resource use, lower expenses, and increased output. The University of Perpetual Help System Laguna Graduate School supports this research, emphasizing the importance of effective communication in fostering a positive work environment.

The study focuses on the relationship between the status of Management by Walking Around (MBWA) and the level of communication among employees in Chongqing, China. The findings support the views of Salem (2019) and Marshoudi et al. (2023) that MBWA aims to develop stronger relationships and open communication throughout the organization. This involves building communication channels and boosting employee-employer relationships. The technique promotes good listening and communication, fostering a setting of openness.

The study also found a moderate correlation between the status of MBWA and the level of productivity among employees in Chongqing, China. The more satisfactory the status of MBWA, the higher the level of productivity among employees. The findings also support the observations made by Lindberge (2022) regarding the correlation between MBWA and the level of productivity of employees.

The study also found a moderate correlation between the level of communication and the level of productivity of selected employees in Chongqing, China. The higher the level of communication, the higher the level of productivity. The findings support Stryker (2024)'s observations that availability, accessibility, and transparency of communication channels promote collaboration and workers' readiness to take direction and feedback, leading to increased productivity. Effective communication also promotes engagement within the organization, enhancing worker productivity and reducing turnover and repetition rates.

Conclusion

The study found that employees interact with managers by walking around the workplace, fostering well-being and professional development. Clear and effective communication between managers and employees is crucial for seamless collaboration. Employees accomplish tasks efficiently, surpass performance goals, offer creative ideas, pursue skill development,

and collaborate effectively. A satisfactory status of management by walking around (MBWA) leads to higher communication and productivity among employees. Implementing an action plan to enhance these aspects can improve employee productivity.

Recommendations

The following recommendations are hereby endorsed on the findings and result of the study:

1. The employees in Chongqing, China should engage in conversations with management to determine an ideal balance between MBWA and scheduled meetings. This adjustment can help maintain the benefits of managerial presence while creating a more focused and productive work environment.
2. Employees in Chongqing, China should express to management the importance of preserving walkarounds as a valuable tool for fostering transparent communication. By promoting trust and support, this approach creates an opportunity for employees to raise concerns and share ideas in a more informal and comfortable setting.
3. Employees in Chongqing, China who regularly engage in check-ins with managers can enhance their communication skills by participating in training, seminars, and workshops. This proactive approach reduces the risk of misunderstandings and conflicts by fostering better cooperation and teamwork.
4. Employees in Chongqing, China may participate in regular training to address communication challenges. By taking a proactive approach, they can prevent missed deadlines and project delays, resulting in a more streamlined workflow and timely project completion.
5. Management in Chongqing, China should break projects down into smaller, more manageable tasks. Tackling these tasks one at a time allows employees to maintain high-quality work without feeling overwhelmed.
6. Future researchers may use this as a framework to deepen their understanding and offer insights into how management by walking around, communication, and productivity impact employees' performance.
7. Management in Chongqing, China must have prepared a comprehensive action plan to guide them toward the achievement of the enhance management by walking around (MBWA), level of communication and level of productivity of among employees.

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