



# Management by walking around (MBWA): stress for employees or boost for productivity?

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**ABSTRACT:** Over the last decades, management techniques have effectively changed, and by learning from past failures, it has continued to provide improved working conditions for employees and increased communication in the workplace. Managers interacted with their employees extremely rarely in the 1950s. They were seated in their office, doing all of their work from there. Their secretaries sat immediately in front of their office, waiting for orders. Even in today's world, many managers maintain a barrier from their staff by performing all of their work in their office and communicating with them via phones or emails.

**Key Words:** MBWA, Employee, Performance, Importance.

## I. INTRODUCTION

Over the last decades, management techniques have effectively changed, and by learning from past failures, it has continued to provide improved working conditions for employees and increased communication in the workplace. Managers interacted with their employees extremely rarely in the 1950s. They were seated in their office, doing all of their work from there. Their secretaries sat immediately in front of their office, waiting for orders. Even in today's world, many managers maintain a barrier from their staff by performing all of their work in their office and communicating with them via phones or emails.

Management by walking around, or MBWA, was discovered in the 1980s by Tom Peters and Robert Waterman after visiting Hewlett-Packard in 1973. Hewlett-Packard used a method called management by strolling around, which allowed managers to understand their work, communicate with people, and make themselves available to them. In this approach, they were able to get to know their employees, understand how they work, and make themselves visible to them, allowing for interaction and intercommunication between workers and management. This gives both parties with knowledge about the task and allows for immediate input on any problems that arise.

During productive hours, employees have a lesser sense of focus. It occurs as a result of managers' inattention. This leads to a decline in output and employee motivation, as well as a lack of feedback from workers to management.

Allowing employees too much flexibility may result in a reduction in motivation and weak ties between managers and workers.

Lack of communication in the workplace reduces openness and information transmission, and may even exclude some weak signals from employees that might hold key opportunities for organizations. Communication in the workplace is really important. According to Femi, organizations should communicate their objectives, missions, and

rules to their employees on a frequent basis in order to increase their performance. He also says that managers must connect with their staff in order to obtain feedback and remove communication obstacles.

According to Langley, implementing MBWA gives managers with successful problem-solving skills since he/she has a complete grasp of the work process owing to communication between his/her workers and learning the intricacies of work during this intercourse.

## 2. Literature Review:

This study aims to establish strong connections between managers and workers, which will enhance employee motivation, work performance, and relationships with managers. This research will result in a more informal and complicated workplace for workers, since they will have the opportunity to submit feedback to management. Management by walking about increases information transmission from workers to managers, which is critical for businesses because the majority of weak signals originate from lower levels. By doing so, management reduces the complexity for both sides, making it easier for managers to grasp the specifics of business and what workers deal with while fulfilling managers' instructions.

**According to Mclean and Moman (2012)**, good communication in business is the key to success. Prepared and successful communication sends messages that are structured, clear, trustworthy, courteous, and egalitarian, all of which have a good impact on employees.

**According to Owusu (2012)**, motivation impacts workplace loyalty, respect, and efficiency. Workers that are highly motivated can be identified by their devotion, objectives, efficiency focus, and performance. Communication is one of the steps that can be used to motivate employees, and MBWA may be a big success if utilized properly.

**According to Proctor (2014)**, effective and satisfying communication promotes motivation and organizational performance. According to Proctor, firms that give information and promote communication have a far greater proportion of work satisfaction.

**According to Samson, Waiganjo and Koima (2015)**, according to their research on bank employees in Nakuru Town, establishing a happy, comfortable, and pleasant workplace increases employee performance and efficiency. Making your workplace less formal might also help you balance your professional and social lives.

## 3. Impact of MBWA on Employee Performance:

Management by walking Around (MBWA) is a management style in which managers walk around the workplace and among workers on a frequent basis to interact and do regular follow-ups on the working process. MBWA would give success to the company if the theory was successfully applied. The speedier transaction and transmission of information and knowledge, as well as a goal-oriented organization with a better working environment and equality, will result in increased employee engagement, efficiency, and performance.

Employees must have faith in their bosses and trust in their managers. They must be aware of their ambitions and goals, and supervisors must reaffirm them in person to ensure that they are on track. Management by walking about (MBWA) also offers managers with knowledge on their jobs. They receive input from staff and understand how things function. Employees also receive information about their daily responsibilities from their management.

Communication is a critical component in success, and managers must be able to communicate effectively and thoughtfully with their staff in order to achieve success. Effective communication generates vision, vision generates motivation, and motivation generates success. Management by Walking Around offers managers with communication opportunities, and when used effectively, this technique may lead to organizational success.

Managers, on the other hand, must be able to communicate appropriately and effectively in situations when they must balance discipline and casualty. They must gain the trust of their staff and motivate them via communication. The right use of the style will increase productivity, but the wrong application of the technique will induce stress, resulting in a drop in production.

1. **Improved Communication:** It is quite difficult for anyone to send an email message to top management. People are scared to speak out at meetings, or the topic is outside the scope of the discussion. As a result, you will never learn what individuals truly believe. People grow more comfortable with you if you simply have an easy-going conversation about work, interests, or whatever comes up. They will tell you what needs to be fixed and where the problems are. Things you'll never learn from a spreadsheet behind your desk or even from the department's boss.
2. **Improved Motivation:** When you walk about assigning duties, individuals have the opportunity to inquire about specifics. This will assist ensure that they do the correct thing. Furthermore, you may describe the context, or the broad picture, so that a person knows WHY he or she is doing something. People will be considerably more motivated if they grasp the big picture rather than performing a succession of tasks without understanding what the overall aim is.
3. **Loyalty Increase:** Your coworkers will be ready to share difficulties with you if you are visible and interact openly with everyone. Of course, most coworkers have a professional connection, so I'm not saying you should become buddies, and I certainly wouldn't recommend connecting with colleagues on Facebook, but expressing real interest in someone makes a difference. And, let's be honest, if someone is going through a terrible circumstance privately, it will have an impact on the person's professional performance. If you are there for them as a human being at such times, they will never forget you. However, let me emphasize that you should be engaged and helpful because you care, not because you believe it will assist you in the future.
4. **Create a Real Team:** You will develop a fantastic team if you are visible and your channels of communication are open to everyone. If you have an open communication style, your coworkers will follow suit and be more open to each other and operate as a team.

#### 4. Conclusion:

This study has the potential to alter the trend and create a better society in which people work happier and more productively. MBWA will help associates connect in the workplace and prevent the sense of being forced to work at a location merely to make money; instead, individuals will work gladly and trust one other. People

desire to be trusted and to connect with others. Nothing beats a worker who isn't afraid to open up to his or her coworkers and superiors about personal issues.

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