Micromanagement on Employee Performance: A Killer or Motivator

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Abstract. Purpose - This study aims to study the interplay between two variables — micromanagement and job performance — at Pearson Management Services Philippines, Inc. This study will also explore if micromanagement has positive or negative impacts on employee performance.

Design/Methodology/Approach - Quantitative research and a predictive-causal approach were used to measure the interrelationship between micromanagement and job performance. Linear regression will be further employed to scope the parameters of the structural model.

Findings - This study identified a strong and statistically relevant positive correlation between micromanagement and employee performance. It also revealed that micromanagement, typically viewed negatively, can positively impact employee performance in certain contexts.

Research Limitations - This study is only limited to its target respondents, where all of them reside in Luzon. Moreover, this research study only gauges the level of micromanagement as perceived by the employees in a single department in Pearson Management Services Philippines Incorporated. This study can be replicated by other researchers in the future in different environments and situations.

Practical Implications - This study's practical implications stress the importance for organizations to grasp the varied impacts of micromanagement on employee performance. By exploring both its positive and negative aspects, the research offers insights for refining leadership practices and creating a supportive work environment. Recognizing that micromanagement can sometimes be beneficial, this study encourages organizations to balance their approach to enhance employee performance and organizational success.

Originality/Value - This study offers insights into how micromanagement practices influence employee outcomes in a local context. The findings will not only enhance understanding of the positive and negative impacts of micromanagement but also provide organizations with a nuanced perspective on its application, enabling them to make informed decisions that could improve overall performance and employee satisfaction.

Index Terms- Micromanagement, Employee Performance, Job Satisfaction, Employee motivation

I. Introduction

Management style is the specific way a manager goes about accomplishing organizational objectives. It consists of decision-making, organizing work, and exercising authority. As stated by (George, 2016) Both the development of a company and the general performance of its workforce are impacted by management styles. This is not to be confused with leadership style; these two have distinct concepts.The ideas of credibility and trust are entwined with leadership in terms of the success of an organization and worker satisfaction.

(Merriam-Webster, 1989) defines Micromanagement as managing especially with excessive control or attention to details. According to the study of (Ryan & Cross, 2024) Every researcher has a different take on the leadership style known as micromanagement. The consensus is it is a negative style, and it involves domineering and extreme control. According to some, micromanagement refers to managing someone or something unduly or excessively. (Sharma, 2024). Even in Philippine politics micromanagement is seen as toxic. Senator Risa Hontiveros asked the Senate to investigate the 2020 pandemic response in the surrounding provinces and Metro Manila. The senator added that even at the barangay level, the Metro Manila Council has intervened (Bajo, 2020).

An excerpt by (Chambers, 2009) elaborates that The phrase "micromanagement" is highly subjective. What one person perceives as interference and what another perceives as support and interaction are very different. Some people view participation, guidance, and collaboration as interfering, manipulating, and exercising undue control over others. There is a significant difference that exists between the perception of the micromanagEE and the micromanagER. The gap between the perceptions of the micromanagER and the micromanagEE is the ideal environment for miscommunication, low morale, intense frustration, and decreasing output. Everyone's level of job satisfaction decreases with increasing gaps.

As discussed by (Chambers, 2009) Examining the surroundings in which micromanagement thrives is also crucial. The two key elements to take into account are individual style and organizational culture. Certain organizations incorporate micromanagement practices into their conventional ways of working. This kind of behavior norm is usually established at the highest level of the company and spreads throughout all divisions. Micromanagement becomes both the standard and a preferred style to imitate if top management exhibits these behaviors and encourages others to adopt them. The lack of alternative training among employees is one of the main causes of the widespread adoption of micromanagement.

Micromanagement sets itself as the norm. However, regardless of the corporate culture, people might also gravitate towards micromanagement. Micromanagers are not villains with evil goals. It is sometimes learnt behavior that

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has worked in the past. Many times, people struggle to successfully influence others without coming across as "micro" in their interactions. Without training and development, we all have a tendency to adopt the previous habits of those who appeared to be successful. In reality, a lot of the inappropriate micromanagement practices of today are holdovers from the once-encouraged autocratic and authoritarian cultures.

In an article published by (Baylor University 2023) they stated that Micromanagement undermines confidence and fosters an anxious environment. Additionally, this may hinder workers' capacity for thinking critically, problem-solving, and creative idea generation. This has a negative impact on employees because giving them autonomy can indicate that employers believe they are capable. Higher levels of involvement, a sense of ownership over their work, and job satisfaction follow from this. Employees that feel empowered are more inclined to take the initiative, feel important, and go above and beyond to accomplish collective goals. When people are free to choose, they are more inclined to accept accountability for the outcomes. This sense of accountability can spur workers to produce high-quality work.

However as observed by (Sharma, 2024) Micromanagement also helps in several areas. It boosts team productivity by assuring that every task is complete and accurate. In the end, it can provide work that is quicker and more accurate by lowering workflow errors. Having the best use of micromanagement at work can reduce stress and feelings of overwhelm by giving employees clear expectations and directions. Additionally, it might prevent misunderstandings amongst team members. When done right, it can result in a more peaceful workplace where everyone is in consensus. When applied properly, it can also help to ensure that everyone in the team is operating within the parameters of their designated responsibilities. It is highly useful for mentorship of new hires. By micromanaging the team in this manner, it is possible to prevent oversights and waste less time and resources, all of which contribute to increased efficiency.

Finding the right balance between freedom and accountability is essential for effective leadership. It is critical for managers to give instructions and support, but it is just as critical to avoid micromanagement's pitfalls. Through employee empowerment, autonomy promotion, and trust-building, organizations may unleash the potential of their employees. (Baylor University 2023).

The aim of this research is to identify various impacts of micromanagement on employee performance. By assessing the positive and negative dimensions of micromanagement, this study aims to impart valuable knowledge for organizations to enhance their leadership practices and adapt a supportive work environment. Studies on the detrimental impacts of micromanagement on employees and organizations are prevalent, but there may not be as many on the possible advantages of micromanagement when it is deemed to be helpful.

II. Review of Related Literature

1. Micromanagement in the Lens of Human Resources Management

The underlying problem in micromanagement is that extreme attention to details to the point of madness often undermines overall productivity and morale have split asunder. According to a SHRM research (Miller, 2020), micromanagement can have a negative effect on a business by stifling employee autonomy and creativity. This SHRM study emphasizes how, despite managers' perceptions to the contrary, this technique frequently results in increased turnover and decreased job satisfaction, even though some managers think it will improve accuracy and task completion. To improve organizational outcomes and facilitate execution, the study suggests that companies create a trusting environment within which people are given more responsibility.

Micromanagement hinders staff advancing professionally and impedes workflow. Miller (2020) wrote that this was not unusual: A micromanager can't see the bad results of their actions, because they don't know what is really happening. SHRM suggests that instructors offer classes for managers which help them recognize the degree to which they may lean toward micromanagement, and what benefits come from taking off a bit of distance. "In order to provide a platform for both self-confidence and monitoring," Zhen said during one of these courses, "we must strive to strike a balance." These programs are instrumental in encouraging this move towards empowerment that benefits all concerned parties.

In her 2020 study, Mutabazi discussed the impact of scrutiny on team communication. When employees are unable to make their own decisions there is a decrease in free communication. People are afraid of being fired or otherwise made to suffer consequences. They keep their mouths shut and talk only about work for fear someone will take this as an excuse to get rid of them. Employees suffer from this oppression of communication, but it also makes it more difficult for the group to work together in harmony. The requirement for zero imperfection and unceasing surveillance can raise workplace anxiety, possibly causing not just decline of production but also an increase in absenteeism and staff turnover.

In order to build up a more motivated, trustworthy work environment, companies need to adjust their methods. This is an article published on LinkedIn by Mutabazi. The author advocates that management needs people who can not only supervise but also prioritize results over processes and procedures. Training managers like this promotes self-governance among workers and recognition of their achievements. Thereby morale climbs, productivity soars and gives a better work atmosphere.

It is commonly known that micromanagement is an ineffective managing approach that erodes employee autonomy, lowers job satisfaction, and increases employee turnover. The Society for Human Resource Management (SHRM) conducted a thorough investigation that sheds light on the nuances of this managerial error and provides suggestions for how to mitigate it (Marks, 2019). According to the

essay, micromanagers frequently have trouble delegating because they harbor a deep-seated fear of losing control or encountering unanticipated consequences. Employee creativity and invention may be stifled by this overbearing supervision, as they may feel mistrusted and underpaid. In order to assist micromanagers in realizing the negative effects of their actions and in learning to have faith in their teams' abilities, SHRM advocates for the introduction of focused training and development initiatives.

The SHRM article also emphasizes how crucial it is to have a supportive corporate culture that helps managers give up their demand for control and adopt a more detached management approach. It suggests doable actions to lessen micromanagement, including establishing clear expectations, giving constructive criticism, and promoting managers' self-reflection. Organizations that foster an environment that achieves a balance between control and empowerment can increase employee engagement and produce better financial outcomes.

The COVID-19 pandemic has made micromanagement more challenging, especially as businesses struggle with the complexities of remote labor. According to SHRM, managers need to resist the urge to micromanage in these uncertain times (SHRM, 2020). The article emphasizes how employees who are already coping with the strains of a worldwide crisis may experience increased stress and anxiety as a result of micromanagement. It makes the case that trust and adaptability are especially crucial when workers adjust to new remote work arrangements where more traditional kinds of supervision are impractical. In order to foster an environment of responsibility, SHRM counsels managers to place more emphasis on defining precise goals and expectations than on monitoring every stage of the procedure.

Micromanagement can be especially harmful in remote work settings where trust and autonomy are essential. The dynamics of remote management are examined by the SHRM, which emphasizes the necessity for managers to modify their approaches in order to provide effective support for remote teams (SHRM, 2021). The essay highlights how effective remote managers put results and outcomes first and avoid micromanaging tendencies. These managers succeed because they establish clear standards, communicate well, and use technology to keep in touch without becoming overly nosy. In order to improve productivity and job satisfaction in a distributed work environment, remote teams must be empowered and trusted to make the transition from managing processes to focusing on results.

Additionally, according to SHRM, in order to effectively manage remote teams, managers should hone their communication abilities and provide ongoing assistance by giving staff members the tools they need to complete tasks on their own. In addition to lowering the number of check-ins, this management strategy redefines the caliber of interactions to make sure they are purposeful and encouraging rather than directive. The difficulties brought on by geographical dispersion can be lessened by remote managers creating an atmosphere that appreciates autonomy and promotes self-regulation.

2. Employee Perception towards Micromanagement

Staff micromanagement lowers employee morale, as Jacob (2019) has shown. When managers micromanage their staff, they often feel powerless. When that occurs, they will gradually lose the ability to take pleasure in their work and go above and beyond for a mission. They would be constrained to complying with their boss's requests. In other words, they stop trying and become less committed. Micromanagers block people from making decisions, whether on purpose or accidentally, by letting their employees use their skills and knowledge to get the job done.

Furthermore, in a micromanaged workplace, people work more or exclusively with the micromanager, discouraging teamwork. Consequently, cooperation disappears. As a result, workers could feel undervalued and disrespected. Teamwork promotes enhanced communication, empowerment, and synergy to complete tasks faster. Micromanagers make it difficult for teams to work together since they can't or won't delegate duties, and they also have a tendency to criticize and get too involved in other people's work.

In his investigation of the issue of micromanagement and its detrimental effects on workers, Knight (2015) emphasizes that competent people frequently avoid taking on leadership positions out of a concern of becoming micromanagers themselves. Knight claims that micromanagement can result in an oppressive workplace where workers feel their autonomy is being curtailed, which lowers morale and lowers job satisfaction. Micromanagement methods can inhibit innovation and decrease employees' willingness to take initiative, which can eventually hinder organizational effectiveness. This is because they include frequent oversight and a lack of confidence.

According to Knight (2015), the notion of micromanagement has a big impact on how effectively individuals progress professionally and psychologically. Workers who experience micromanagement usually feel devalued and disrespected since their skills and knowledge are constantly called into question. This may result in low motivation and self-esteem, which raises stress and disengagement levels. Knight stresses that in order to increase productivity and create a more happy work environment, firms must promote a culture of empowerment and trust that gives employees the flexibility to use their abilities and judgment.

3. Impacts of Micromanagement to Employee Performance

According to Elizabeth Grace Saunders' 2016 paper in the Harvard Business Review, micromanagement—which is sometimes perceived as a bad managerial technique—occurs due to a number of psychological triggers among managers. According to Saunders, managers who are anxious about losing control over results may resort to micromanagement, which can spread throughout an organization. Their extreme need for control may have originated from situations in the past where they were under a lot of pressure to produce perfect results. When managers give in to these temptations, they frequently become unduly involved in their staff members'

work, which reduces autonomy and frequently lowers team morale. According to Saunders, if this tendency is not stopped, it not only stunts employees' potential to grow as problem solvers but also feeds a culture of distrust and reliance.

A study by Saunders (2016), who examines the effects of micromanagement, both employee and organizational health may be greatly impacted by this managing approach. When managers concentrate on minute details rather than strategic outcomes, the excessive oversight characteristic of micromanagement frequently leads to an inefficient work environment characterized by frequent interruptions. Additionally, since mid-level managers imitate the actions of their superiors, the tendency to micromanage can cascade down the hierarchy and have a negative impact on the entire firm. According to Saunders, it is possible to stop the spread of micromanagement in the workplace by identifying the warning signals of this negative managing style early on and addressing its basic causes, which include anxiety and a lack of trust.

Then-CEO of Google, Eric Schmidt, writes on the company's strategic management approach—avoiding micromanagement in particular—in a 2011 piece for the Harvard Business Review. Schmidt highlights Google's commitment to selecting the best candidates and giving them the latitude to develop rather than strangling originality with intrusive control. He makes the argument that Google's ability to create an atmosphere where gifted people feel empowered to take initiative and make judgments will determine how successful the company is. This managerial style is consistent with Google's larger organizational culture, which promotes risk-taking and supports employee autonomy. This helps the company stay at the forefront of technological innovation and have a competitive advantage in a market that is changing quickly.

Schmidt goes into more detail about the detrimental impacts of micromanagement, pointing out that it lowers morale among staff members in addition to impeding productivity. According to him, micromanaging managers may have a negative impact on employee engagement and work satisfaction since it shows a lack of faith in the abilities and judgment of their team. Schmidt, meanwhile, is a supporter of a leadership style that focuses on setting clear standards and then getting rid of extraneous barriers to help employees meet them. He contends that by facilitating quicker decision-making and more creativity, this strategy not only fosters a sense of accountability and pride among team members but also improves overall organizational performance. Schmidt's explanation of Google's management style serves as an example of how businesses may develop a culture of empowerment inside the workplace and see notable growth and success.

Schmidt further emphasizes how Google's anti-micromanagement posture encompasses more than just policy; it also includes institutional frameworks and organized procedures that actively promote autonomy. The software giant, for instance, has a 20%-time policy in place that encourages staff members to commit a portion of their workweek to creative initiatives of their choosing that may not exactly

fit into their traditional job descriptions. In addition to encouraging invention and creativity, this novel approach acts as a check on any possible tendencies inside the organization toward micromanagement. Google not only encourages innovation but also fosters a culture that values independence and trust by institutionalizing such practices. This guiding cultural idea has been essential to Google's identity and success, offering a marked contrast to the rigid, hierarchical management style found in many traditional organizations.

Alexander Puutio (2024) explores the self-revelations of a self-described micromanager in a recent Forbes piece, revealing the underlying causes and the tactics used to break this destructive behavior. The candid story demonstrates how deeply rooted beliefs about the need for continual supervision and a pervasive fear of failing can be the driving forces behind micromanagement practices. But the article's topic also offers a way forward, one that involves building trust, delegating more skillfully, and concentrating on the broad picture rather than the details. Fostering an atmosphere of candid criticism and open communication supports this transition by gradually reducing the need to micromanage every aspect. Leaders who identify similar tendencies in themselves and are looking for doable strategies to foster greater autonomy within their teams may find great value in these insights.

Micromanaging at the managerial level has negative repercussions on an organization's ability to build trust and foster professional progress, according to the Forbes Coaches Council (2023). As stated in the article "Why It's Crucial to Avoid Micromanaging Your Managers," leaders must empower their managers by allowing them the autonomy to make decisions and successfully manage their teams. The cultivation of empowerment among managers is crucial in establishing a proactive and dynamic work environment, as it instills a sense of accountability and ownership. The council goes on to say that by avoiding the temptation to micromanage, senior leaders can boost organizational efficiency by facilitating quicker decision-making and creativity at all levels, as well as the job satisfaction and engagement of their managers.

The Forbes Coaches Council (2023) presents a practical strategy to counteract micromanagement by implementing a range of tactical measures intended to promote more autonomy and trust among team members. In their piece "5 Ways to Stop Micromanaging Your Team," the council provides executives with doable strategies to reduce their tendency toward micromanagement. These consist of establishing unambiguous expectations, encouraging candid communication, and emphasizing results above procedures. One other important tactic that was addressed is employee empowerment, which increases competence and confidence by giving workers the tools and assistance they need to make decisions on their own. Regular feedback meetings are also stressed as a way to offer direction and acknowledgment without requiring continuous supervision. These procedures not only reduce the tension that comes with micromanaging, but they also raise morale and productivity by fostering a more dependable and cooperative work atmosphere.

A perceptive piece on Forbes by Michael Peregrine (2023) reassesses the management approach of former U.S. Jimmy Carter, emphasizing the dangers of micromanagement. The essay clarifies how Carter's propensity for micromanaging throughout his administration frequently led to inefficiencies and bottlenecks in the administrative system. Peregrine contends that Carter may not have been as effective as a leader because of his meticulous attention to detail and personal participation in little operational matters when conducting his presidential duties. This analysis serves as a warning about the dangers of micromanagement, implying that overly strict control might hinder creativity and cause lengthy decision-making processes in intricate organizations. The essay offers a historical perspective on how micromanagement might affect organizational outcomes and the efficacy of leadership by looking at Carter's administration.

According to Rachel Wells (2023), a positive workplace culture is essential to reducing the detrimental effects of micromanagement. Wells emphasizes in her Forbes piece how crucial it is to foster an atmosphere that values autonomy and trust in order to combat the tendency toward micromanagement. She recommends that managers concentrate on giving staff members a sense of ownership over their work and empowering them by giving them authority. Leaders may help their teams solve problems more creatively and independently by lowering the tendency to micromanage. Wells also contends that creating a culture that inherently disincentivizes micromanagement and raises employee satisfaction and productivity requires open communication channels and reasonable expectations.

4. Relationship between Micromanagement and Employee Performance

Employee performance is greatly impacted by micromanagement, mostly because of its psychological consequences on staff members. Studies have indicated that an overabundance of oversight and control by supervisors can undermine confidence and harm professional relationships. Employees who work in this atmosphere frequently experience higher levels of stress and anxiety because they feel under continual observation and pressure to live up to excessive standards. These conditions may lead to burnout, which is characterized by a chronic state of emotional and physical exhaustion and worsens the mental and general health of employees. This poisonous dynamic typically results in decreasing productivity since employees' creativity and efficiency are undermined by the time spent on meticulous examination, which takes away from real work (Roggero, 2023).

Moreover, there is a connection between increased staff turnover rates and micromanagement. Employees prefer better work conditions where they have greater control over their duties due to continual monitoring and a lack of autonomy. A high turnover rate costs the company a lot in terms of hiring and training new employees in addition to costing it important talent. Additionally, workers who are micromanaged are less likely to be content with their positions, which lowers engagement and morale among all employees. This dissatisfaction may seep into the culture of the company, fostering a generalized mistrust and unhappiness that may be difficult to overcome (Coursera, 2023).

In times of crisis, like the COVID-19 epidemic, retaining employee engagement and performance is contingent upon the use of good management strategies. According to the Gallup study (2020), micromanagement may have a detrimental effect on employee morale and productivity, particularly in remote work contexts. For example, organizations that excessively monitor and control the responsibilities and schedules of their employees may observe an increase in employee stress, which can lead to decreased job satisfaction and employee burnout. This was made clear during the pandemic when a number of businesses found it difficult to modify their management approaches to accommodate remote labor, which had a negative impact on worker morale and output.

Furthermore, the Gallup study highlights the value of autonomy and trust in improving worker performance in times of crisis. Better results can be attained by companies that allow their staff to make decisions and cultivate a culture of trust. For example, during the COVID-19 crisis, companies that gave their workers autonomy, flexibility, and clear communication reported higher levels of production and employee satisfaction. These results highlight the significance of maintaining employee performance and well-being by implementing a supportive and less micromanaging approach, particularly during uncertain times.

5. The Psychology Behind Micromanagement

Micromanagement can seriously impair team productivity and morale. It is frequently the result of a leader's underlying psychological issues. A Psychology Today article claims that micromanagers fall short of their goals for a number of important psychological reasons (Lipman, 2018). First, a manager's deep-seated need for control—which is frequently motivated by a fear of uncertainty or failure—is the source of micromanagement. They are compelled by this need to supervise every aspect, no matter how minor, which causes inefficiency and annoyance among team members. Furthermore, low confidence and poor interpersonal dynamics among team members can emerge from micromanagers' lack of faith in their team's talents, which further erodes productivity at work. The article also makes the point that micromanagers frequently lack self-awareness and are unaware of the effects of their actions on others, which keeps them from changing their management style to one that is more productive. Knowing these psychological factors can help firms develop management training and support programs that help managers overcome their inclination toward micromanagement and create more empowered and independent work environments.

Micromanagement is not just a surface-level managerial problem; it is also intricately linked to psychological factors that negatively impact leadership actions. Eight characteristics of micromanaging CEOs that can jeopardize a company's viability are highlighted in a Psychology Today article (Robinson, 2020). These characteristics include a low threshold for delegation, an intense fear of losing control, an obsession with small details, and a propensity to demoralize employees. Micromanagers have a psychological tendency to place an undue emphasis on process rather than result, which frequently lowers productivity and creativity at work. They

also have trouble trusting others, which makes it difficult for them to build a supportive work atmosphere and forces them to ignore the potential of their staff. These traits suggest a widespread lack of confidence in one's own skills and mistrust in those of others, which may fuel an unfulfilling and ineffectual cycle inside an organization.

In mentoring and teaching settings where the development of autonomy and critical thinking is crucial, micromanagement can be especially harmful. Effective mentoring, according to the American Psychological Association (APA), is providing direction that fosters the mentee's personal development and learning processes without putting undue pressure on them (APA, n.d.). Micromanagement occurs when mentors unduly prescribe the details of duties or decisions, impeding the mentee's ability to learn and grow on their own. This conduct has the potential to damage the mentee's self-esteem and prevent the acquisition of critical problem-solving abilities. The American Psychological Association highlights that an effective mentorship strikes a balance between autonomy and support, enabling mentees to make decisions, feel the repercussions of those actions, and learn from them.

In addition, the psychology of micromanagement in mentoring environments frequently results from the anxieties or inadequacies of the mentor. Mentors may use more stringent controls on their mentees' activities if they feel under pressure to show results right away or if they are afraid that their mentees won't succeed. This strategy, though, has the potential to backfire by fostering dependency and decreasing the mentee's desire to fully participate in the learning process. In order to support mentees' professional development and self-assurance, the American Psychological Association (APA) advises mentors to concentrate on developing a trustworthy relationship that inspires mentees to take the initiative and share their views openly.

Micromanagement's psychological foundations can seriously harm an organization's capacity to hold on to its most innovative workers. An incisive piece from Psychology Today examines how inventive talent is often driven away by micromanagement, which stifles their individuality and creativity (Namie, 2023). Micromanagers tightly regulate decision-making and creative processes because they are frequently motivated by fears and insecurities. This creates an environment at work that is not supportive to creative thinking. Micromanagers' ability to restrict their employees' responsibilities is a result of their distrust and fear of unanticipated events. This behavior inhibits their potential to make innovative contributions. According to the paper, these kinds of managerial techniques not only lower job happiness and employee engagement, but they also encourage creative workers to look for settings where they can reach their full potential without unwarranted intervention.

Micromanagement can have significant and long-lasting psychological effects on staff members, changing how they view their role and the workplace in general. An article published in Psychology Today offers insightful advice on how staff members might reframe what it means to be micromanaged and offers coping

mechanisms to lessen the stress it causes (Sapadin, 2020). According to the author, managers' deep-seated fear of coming out as incompetent or their anxiety over project outcomes are the main causes of micromanagement. Anxiety can result in overcontrol, which inhibits the creativity and liberty of employees. Employees can more effectively handle the difficulties presented by micromanaging situations if they are aware of the psychological reasons behind a manager's actions. In order to mitigate the adverse effects of micromanagement, the article suggests that staff members give priority to building trust, setting limits, and encouraging transparent communication. These coping strategies help the employee adjust while also attempting to subtly influence the manager's behavior by demonstrating competence and reliability, which might reduce the need for rigorous control.

Workplace micromanagement may have detrimental psychological impacts on both the general health of a business and the wellbeing of its individual employees. APA highlights this issue and points out that management styles significantly affect employees' stress levels and job satisfaction in their study on workplace health and well-being (APA, 2023). Because micromanagement undermines employees' feeling of trust and autonomy, it can lead to increased stress levels among staff members. Micromanagement is described as excessive control and tight supervision. Lack of autonomy can decrease engagement and productivity and increase the risk of burnout. The study emphasizes the significance of managerial strategies that place a high priority on psychological safety because they help workers feel respected and trusted, which in turn creates a more positive work environment.

Promoting workplace well-being and productivity requires a management style that is less directive and more supportive. In order to foster a more happy and effective work environment, firms should consider investing in leadership development that centers around psychological principles, according to the APA's findings. This entails realizing the negative consequences of micromanagement and putting policies in place that support worker autonomy and empowerment. Businesses can greatly enhance both the wellbeing of their employees and their operational efficiency by implementing such strategies.

Micromanagement is a common issue in many businesses that affects worker happiness and organizational effectiveness. A Psychology Today article (Sapadin, 2019) examines the psychological underpinnings of micromanagement and how it varies from the experience of being dismissed at work. The research found that managers' own anxieties about unpredictability and control often lead to micromanagement, which makes them keep an excessive eye on employees. Staff members may experience severe stress as a result of this management style since it limits their freedom to make autonomous judgments and stifles their professional autonomy. Workers who experience micromanagement usually report feeling incompetent and underappreciated, which might lower their motivation and level of involvement at work.

The psychological effects of being micromanaged are profound and affect both personal and professional results. Employees who are under continual monitoring may experience increased anxiety, a weaker work-life balance, and a generalized sense of incompetence. An even more toxic work environment results from employees feeling that their superiors don't trust them. The paper underlines how crucial it is to comprehend these psychological processes in order to effectively address and lessen the detrimental impacts of micromanagement. It implies that supervisors should have a more trustworthy working connection with their staff in order to provide an atmosphere that is conducive to employee autonomy and positive reinforcement.

Organizational rules that support sound managing practices and managerial self-awareness are both necessary to address the problem of micromanagement. It is recommended that supervisors assess their own management style as well as the long-term consequences of their decisions on employee morale and productivity. By providing managers with resources and training that will help them become better supervisors, businesses may assist this process. By cultivating a culture that values autonomy, trust, and open communication, organizations may break free from the cycle of micromanagement and create a more dynamic and supportive work environment.

Micromanagement-related psychological stress has been connected to a number of detrimental health effects, such as elevated anxiety and a higher risk of depression. Evidence indicating workers who experience micromanagement report higher levels of psychological discomfort may be found in the journal "Micromanagement in clinical supervision: a scoping review" (Lee, Ahn, et al, 2023). Their general well-being may be impacted by this distress, which has an impact on both their personal and professional lives. According to the report, managers should receive training that emphasizes empowering leadership styles, which provide staff members autonomy in choosing the most effective means of achieving defined goals while also establishing clear objectives. Such leadership behaviors have been demonstrated to improve workplace health and productivity, lower stress levels, and increase employee engagement.

The academic research from Lee, Ahn, and other researchers emphasizes the necessity for businesses to reevaluate and possibly move away from micromanagement techniques and toward more empowering managerial strategies. It suggests that these types of changes are required to foster a positive workplace culture that values workers' autonomy and well-being, which raises job satisfaction and lowers employee turnover. The study serves as both a crucial window into the psychological consequences of management styles and a call to action for businesses hoping to improve employee relations and the workplace.

6. Theoretical and Conceptual Framework

The present study is based upon the Self Determination Theory of Richard Ryan and Edward Deci. According to the theory, humans have three fundamental

psychological needs: relatedness, competence, and autonomy. Having these needs satisfied results in the best functioning and wellbeing. This theory is instrumental to explain how micromanagement undermines autonomy by excessive control. While micromanagement may initially enhance competence by providing clear guidance, over time it can prevent employees from developing their skills independently. Micromanagement can also strain relationships between managers and employees, reducing a sense of relatedness or connection and team cohesion.

The conceptual framework was designed by the researchers to study the positive and negative impacts of micromanagement on employee performance. The proposed diagram below shows the correlation between the independent variable, which is micromanagement, and the dependent variable, which is employee performance.
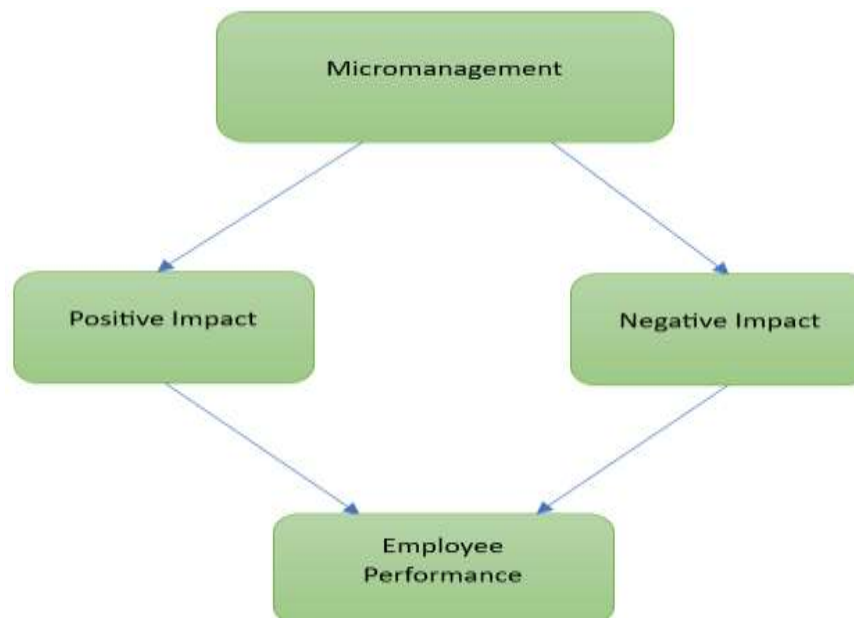

Figure 1: Conceptual framework of the relationship between
Micromanagement and Employee Performance.

Framework of Hypothesis
Research Questions
Based on the theoretical and existing literature, the research might pose questions like:
• How do the respondents perceive micromanagement?
• What is the level of employee performance in the workplace?
• Is there a significant relationship between the perceived micromanagement of the employee and employee performance?

Hypothesis

From these questions, we can derive the following specific hypothesis:

- **Null Hypothesis (H0):** the perceived micromanagement of the manager to the respondents has no significant relationship to employee performance
- **Alternative Hypothesis (H1):** the perceived micromanagement of the manager to the respondents has a significant relationship to employee performance

III. Methodology

1. Research Design

The research design used by the researchers is a quantitative method. This is to justify the questions and support the study's objectives, which is to recognize the effect of micromanagement on employee performance..

According to (APA Dictionary of Psychology, n.d.) Quantitative research is a kind of research where variables are measured with a numerical system, the measurements are analyzed with a range of statistical models, and the links and associations between the variables are reported. Understanding, characterizing, and predicting the nature of a phenomenon is the purpose of acquiring this quantitative data, especially through the creation of models and theories. Surveys and experiments are two examples of quantitative research methods.

2. Population, Sample Size, and Sampling Technique

The respondents of this study are composed of 70 permanent coordinators that are working in Pearson Management Services Philippines Incorporated, Qualification Processing Department. The sampling technique utilized by the researchers is Purposive sampling. As explained by (Nikolopoulou, 2023) A collection of non-probability sampling strategies known as "purposive sampling" pick units based on the characteristics you require in your sample. Simply put, purposive sampling involves the "on purpose" selection of units.

This sampling technique, also known as judgmental sampling, depends on the researcher's judgment to determine which people, situations, or events will yield the most information to meet the objectives of the study.

3. Description of the Respondents

The respondents of this study were permanent coordinators that are working in Pearson Management Services Philippines Incorporated, Qualification Processing Department. The company is located in Mandaluyong City in Metro Manila. The majority of the respondents also reside in Metro Manila. All of the respondents hail from Luzon.

4. Ethical Consideration

To prevent possible discrepancies during the process, doing research necessitates paying close attention to a number of aspects. Throughout the investigation, researchers are required to follow ethical standards.

It is essential to guarantee that participants get the highest level of respect and that their privacy and the confidentiality of their data are protected. It is imperative that the researcher prioritize the vulnerability of study subjects and ensure the confidentiality and security of any personal information participants may disclose. During the trial, a fair distribution of risks and rewards will be given to each randomly selected participant. Participants will be informed about the processes and techniques of the study through explicit and unambiguous communication.

Plagiarism of any kind in the study material is not permitted at all. Only the researchers, research adviser, and pertinent specialists will be keeping an eye on the study's advancement, ensuring that any problems are dealt with honestly and ethically.

5. Research Instrument

The study will use a survey questionnaire to gather information about micromanagement in the workplace. The survey questionnaire to be used was adapted on the questionnaire made by Oktal, Kaan, Yucel, and Eray of Ihsan Dogramaci Bilkent University in their paper "Developing a Measurement Framework and Survey for Micromanagement", which was published in December 2023.

The questionnaire was divided into two sections: one asking about the respondents' demographics and the other including a list of comments concerning workplace micromanagement that were broken down into three categories: (1) Employee Perception towards Micromanagement, and (2) Employee Performance . The first category was adapted from the mentioned paper above, while the second category was formulated by the researchers.

6. Data Gathering Procedure

The researchers used self administered survey forms to collect data from the respondents. A Google form was sent out to the respondents via online platforms. The survey questionnaire contains 20 questions to assess the perception of employees towards micromanagement, and to gauge their performance in the workplace. A Likert scale with five points was used to measure each item.

7. Statistical Treatment

Simple linear regression is a statistical method used in this study to model the connection between two continuous variables. Using the value of another variable, referred to as the independent or predictor variable, the objective is to forecast the value of one variable, known as the dependent or responder variable. Fitting a linear equation to the observed data represents this relationship (Laerd Statistics, n.d.). This linear equation is used in simple linear regression to explain the relationship between the two variables. The equation is:

$$y = \beta_0 + \beta_1 x + \epsilon$$

Where:
- y represents the dependent variable, which is the variable being predicted.

- x stands for the independent variable, used to make the predictions.
- b_0 is the intercept, indicating the value of y when x equals 0.
- b_1 is the slope, showing the change in y for each one-unit change in x.
- ϵ denotes the error term, which is the discrepancy between the observed and predicted values of y.

In conclusion, the goal of basic linear regression is to identify the straight line that best fits the data points; this line is defined by its slope (β_1) and intercept (β_0).

IV. Results and Discussion

Table 1: Frequentist Individual Item Reliability Statistics of Employee Perception   towards Micromanagement

Item	If item dropped Cronbach's α
1. I don't make individual decisions at the workplace all the time.	0.878
2. My manager controls most of my work.	0.872
3. I have to provide my manager with frequent updates about my tasks.	0.877
4. I receive a lot of unsolicited advice about my work from my manager.	0.878
5. My manager always oversees even the most minor details of my tasks.	0.866
6. My manager does not trust my decisions in the workplace.	0.869
7. I don't often express my individuality and creativity at work.	0.874
8. My work is not open to new development or approaches.	0.875
9. My work environment is stressful to me.	0.885
10. I don't have a lot of opportunities to take the lead in projects.	0.891

The reliability analysis for the variable "Micromanagement" was conducted using Cronbach's alpha, a measure of internal consistency. The overall Cronbach's alpha for the 10-item scale assessing micromanagement is 0.888, indicating a high level of reliability. This suggests that the items are consistent in measuring the concept of micromanagement.

In summary, the high point estimate of Cronbach's alpha and the minimal changes in alpha values upon dropping individual items underscore the reliability of this 10-item micromanagement scale. This consistency confirms that the items collectively offer a robust measure of micromanagement in the workplace.

Table 2: Frequentist Individual Item Reliability Statistics of Employee Performance

Item	If item dropped Cronbach's α
1. I feel confident in my ability to perform my job tasks efficiently.	0.857
2. I am satisfied with the quality of my work.	0.855
3. I effectively manage my time to complete tasks by their deadlines.	0.874
4. I adapt well to changes in the workplace and new challenges.	0.844
5. I collaborate well with team members to achieve common goals.	0.859
6. I am motivated to perform better at tasks.	0.861
7. I demonstrate a high level of accuracy and attention to detail in my work.	0.846
8. I consistently meet or exceed the goals and objectives set for my role.	0.858
9. I am proactive in solving problems and seeking solutions.	0.850
10. I take initiative to go beyond my job responsibilities when needed.	0.870

The reliability analysis for the variable "Employee Performance" was conducted using Cronbach's alpha, a statistical measure of internal consistency. The overall Cronbach's alpha for the 10-item scale measuring employee performance is 0.870, indicating a high level of reliability. This suggests that the items consistently measure the concept of employee performance.

In summary, the high point estimate of Cronbach's alpha and the minor variations in alpha values upon dropping individual items underscore the reliability of this 10-item employee performance scale. This consistency confirms that the items collectively provide a robust measure of employee performance, making the scale a reliable tool for assessing performance in the workplace.

Analysis and Interpretation

Descriptive Interpretation			
	Mean	Standard Deviation	Interpretation
1. I don't make individual decisions at the workplace all the time.	2.671	0.847	Observed
2. My manager controls most of my work.	2.171	0.884	Not Observed
3. I have to provide my manager with frequent updates about my tasks.	2.5	0.913	Not Observed
4. I receive a lot of unsolicited advice about my work from my manager.	1.757	0.77	Highly Not Observed
5. My manager always oversees even the most minor details of my tasks.	1.857	0.873	Not Observed
6. My manager does not trust my decisions in the workplace.	1.414	0.625	Highly Not Observed
7. I don't often express my individuality and creativity at work.	2	0.761	Not Observed
8. My work is not open to new developments or approaches.	1.686	0.692	Highly Not Observed
9. My work environment is stressful to me.	1.9	0.871	Not Observed
10. I don'tt have a lot of opportunities to take the lead in projects.	2.057	0.759	Not Observed
Micromanagement	2.001	0.502	Not Observed

The survey responses provide a comprehensive understanding of employees' perceptions of micromanagement. The overall micromanagement score of 2.001, with a standard deviation of 0.502, indicates that employees generally do not observe a high level of micromanagement in their work environment. The relatively low standard deviation suggests a consistent experience of micromanagement among the respondents.

The highest mean score of 2.671 (SD = 0.847) for the statement "I don't make individual decisions at the workplace all the time" reflects a significant observation among employees that their decision-making autonomy is often constrained. This score falls within the "Observed" range, indicating that employees do feel some level of micromanagement in terms of their autonomy. This is further supported by the mean score of 2.171 (SD = 0.884) for "My manager controls most of my work," which is interpreted as "Not Observed," suggesting a moderate sense of managerial control over employees' tasks. The requirement for frequent updates to managers, as indicated by a mean of 2.500 (SD = 0.913), falls within the "Not Observed" range, pointing to a moderate degree of ongoing managerial involvement in daily activities. The perception of receiving unsolicited advice from managers, with a mean of 1.757 (SD = 0.770), is "Highly Not Observed," indicating that this is not a common issue among the respondents. Similarly, close oversight of even minor details, with a mean of 1.857 (SD = 0.873), is "Not Observed," suggesting that such micromanagement practices are not prevalent. A particularly low mean score of 1.414 (SD = 0.625) for the statement "My manager does not trust my decisions in the workplace" indicates that employees "Highly Not Observe" a lack of trust from managers. This perception of low trust can be critical in shaping how employees view their autonomy and responsibility. The mean score of 2.000 (SD = 0.761) for "I don't often express my individuality and creativity at work" is "Not Observed," suggesting that micromanagement may moderately inhibit personal expression and creativity, which are important for job satisfaction and innovation. Furthermore, the perception that their work is not open to new development or approaches, reflected by a mean of 1.686 (SD = 0.692), is "Highly Not Observed," implying that employees feel their work environment is somewhat rigid and resistant to change. The mean of 1.900 (SD = 0.871) for "My work environment is stressful to me" is "Not Observed," indicating that some employees associate micromanagement with a stressful work environment. Lastly, the mean score of 2.057 (SD = 0.759) for "I don't have a lot of opportunities to take the lead in projects" is "Not Observed," suggesting that employees feel they have limited opportunities to take on leadership roles or responsibilities, which can be an important aspect of their professional development.

In summary, the descriptive statistics highlight that micromanagement is generally not observed as a significant influence in their work environment by the employees. Key areas of concern include restricted decision-making autonomy and moderate managerial control and updates. However, aspects such as unsolicited advice, oversight of minor details, and trust issues are highly not observed as significant problems. These perceptions provide valuable insights into how employees experience and view micromanagement in their daily work lives.

Table 4: Statement of the Problem 2

Descriptive Statistics			
	Mean	Std. Deviation	Interpretation
1. I feel confident in my ability to perform my job tasks efficiently.	3.486	0.608	Better
2. I am satisfied with the quality of my work.	3.4	0.623	Better
3. I effectively manage my time to complete tasks by their deadlines.	3.486	0.583	Better
4. I adapt well to changes in the workplace and new challenges.	3.4	0.6	Better
5. I collaborate well with team members to achieve common goals.	3.571	0.554	Better
6. I am motivated to perform better at tasks.	3.386	0.708	Good
7. I demonstrate a high level of accuracy and attention to detail in my work.	3.4	0.6	Better
8. I consistently meet or exceed the goals and objectives set for my role.	3.343	0.611	Good
9. I am proactive in solving problems and seeking solutions.	3.329	0.631	Good
10. I take initiative to go beyond my job responsibilities when needed.	3.3	0.645	Good
Employee Performance	3.41	0.432	Better

The descriptive statistics provide a comprehensive view of how employees perceive their performance across various dimensions. Employees overwhelmingly rate themselves highly in terms of job performance indicators. They feel confident in their ability to efficiently handle job tasks, with a mean score of 3.486 and a standard deviation of 0.608, suggesting a strong belief in their competence. Satisfaction with the quality of their work is also high, as indicated by a mean score of 3.4 with a standard deviation of 0.623, demonstrating their overall contentment with their work outputs. Time management skills are another strong suit, with a mean score of 3.486 and a standard deviation of 0.583 for effectively meeting deadlines. Similarly, employees adapt well to changes and challenges in the workplace, scoring 3.4 with a standard deviation of 0.6, underscoring their ability to navigate dynamic work environments adeptly. Collaboration with team members is rated highly, with a mean score of 3.571 and a standard deviation of 0.554, reflecting their confidence in working collectively towards shared goals. Motivation to perform better is strong, evidenced by a mean score of 3.386 and a standard deviation of 0.708, indicating a drive for continuous improvement. Employees also demonstrate high levels of accuracy and attention to detail in their work, with a mean score of 3.4 and a standard

deviation of 0.6, essential for maintaining high standards. Moreover, they report proactivity in problem-solving and initiative-taking beyond their job responsibilities, scoring 3.329 and 3.3 respectively, highlighting their proactive approach to challenges. Overall, these findings suggest that employees have a positive perception of their performance across multiple dimensions, reflecting a capable and motivated workforce.

Table 5: Statement of the Problem 3

Model Summary - Employee Performance				
Model	R	R²	Adjusted R²	RMSE
1	0.954	0.91	0.908	1.04

The model summary shows a high correlation (R = 0.954) between micromanagement and employee performance. The R-squared (R²) value of 0.91 implies that 91% of the variance in employee performance can be explained by micromanagement. This high R² value indicates a strong explanatory power of the model. The adjusted R² of 0.908, which is very close to the R², suggests that the model is well-fitted, and that the addition of other variables would not significantly improve the model. The Root Mean Square Error (RMSE) of 1.04 represents the average deviation of the observed values from the regression line, indicating a relatively good fit.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	752.232	1	752.232	695.601	< .001
	Residual	74.618	69	1.081		
	Total	826.85	70			

The ANOVA table provides further evidence of the model's significance. The regression model shows a very large F-value of 695.601 with a corresponding p-value of less than 0.001. This indicates that the overall model is statistically significant, and that micromanagement significantly predicts employee performance. The sum of squares for the regression (752.232) compared to the residual sum of squares (74.618) demonstrates that a substantial portion of the variability in employee performance is accounted for by the regression model.

Table 7: Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
1	Micro management	1.589	0.06	1.848	26.374	< .001

The coefficients table highlights the specific contribution of micromanagement to the prediction of employee performance. The unstandardized

coefficient (B) for micromanagement is 1.589, with a standard error of 0.06. This means that for each unit increase in micromanagement, employee performance increases by 1.589 units. The standardized coefficient (β) is 1.848, indicating a strong positive relationship between micromanagement and employee performance. The t-value of 26.374 and the p-value of less than 0.001 further confirm that this relationship is statistically significant.

Hypothesis Testing

Given the p-value is less than 0.001, which is much lower than the standard significance level of 0.05, we reject the null hypothesis that states the perceived micromanagement of the respondents has no significant relationship to employee performance. Instead, we lean towards the alternative hypothesis that perceived micromanagement of the manager to the respondents has a significant relationship to employee performance

Relationship between Micromanagement and Employee Performance

The analysis reveals a positive relationship between micromanagement and employee performance, as indicated by the positive coefficient. This suggests that higher levels of micromanagement are associated with higher levels of employee performance according to the data collected.

In summary, the regression analysis indicates a strong and statistically significant positive relationship between micromanagement and employee performance, suggesting that, in this context, micromanagement may play a crucial role in enhancing how employees perceive their performance. The study's findings suggest that micromanagement, typically viewed negatively, can positively impact employee performance in certain contexts. This implies that organizations might need to reassess their management practices, considering that appropriate levels of oversight can enhance task completion, accuracy, and guidance. However, it remains crucial to balance this with employee autonomy to avoid potential drawbacks like reduced morale and creativity. Tailored management approaches, informed by the nature of tasks and individual employee needs, along with ongoing manager training and regular performance assessments, can help optimize the benefits of micromanagement while mitigating its risks.

Rationale for Potential Impact of Observed Micromanagement on Employee Performance

The regression analysis indicates a significant positive relationship between micromanagement and employee performance, despite the absence of direct observation of micromanagement behaviors in the current dataset. The unstandardized coefficient (B = 1.589) suggests that for every unit increase in perceived micromanagement, employee performance increases by approximately 1.589 units. This finding implies that if employees were to observe explicit instances of micromanagement in their work environments, the potential enhancement in performance could be even more pronounced.

While the current study did not directly observe micromanagement practices, the strong positive relationship ($\beta = 1.848$) identified underscores the theoretical basis that well-managed micromanagement—characterized by clear guidance, support, and attention to detail—can positively influence employee performance. Employees perceiving such management practices might experience heightened clarity in task expectations, improved alignment with organizational goals, and increased accountability, all of which can contribute to enhanced performance outcomes.

In practical terms, if organizations were to implement and sustain effective micromanagement practices—where managers provide constructive oversight without stifling autonomy—employees could potentially benefit from clearer directives, reduced ambiguity in roles, and improved support in navigating complex tasks. This could lead to higher task completion rates, improved accuracy, and a greater sense of achievement, all contributing to better overall performance.

However, it is essential to balance micromanagement with opportunities for autonomy and creativity to prevent potential negative effects such as reduced morale or innovation stagnation. Organizations should adopt tailored management approaches that consider the nature of tasks and individual employee preferences, alongside ongoing training for managers in effective leadership and feedback practices.

In conclusion, while the study's findings suggest a positive association between micromanagement and employee performance, the hypothetical scenario where micromanagement is actively observed could potentially amplify these positive effects. This underscores the importance for organizations to strategically assess and optimize their management practices to foster a supportive and productive work environment.

Related Literature based on the findings of the study

Although micromanagement is usually associated with poor outcomes, there are some positive aspects to it when done properly. The European CEO article claims that if micromanagement strikes the correct mix between independence and monitoring, it can increase output and give workers more power. Good micromanagers make sure that objectives are accomplished while creating a positive atmosphere by keeping lines of communication open and managing their time well. This strategy can be especially helpful in fields like law enforcement or medicine where exact direction is essential. Redefining micromanagement is crucial to preserving its benefits and minimizing any potential drawbacks (Hunter, n.d.).

Furthermore, the article emphasizes that micromanagement, when done right, can create a robust organizational structure that enhances overall performance and morale. By implementing systems that promote two-way trust and clear communication, leaders can ensure that their teams operate smoothly and efficiently. The positive traits of micromanagement include preventing miscommunication and providing clear expectations, which are essential for maintaining team harmony and

avoiding errors. However, it is crucial for leaders to balance involvement with granting autonomy to prevent the negative consequences typically associated with micromanagement, such as reduced morale and employee resentment.

Although it is sometimes condemned for having a detrimental effect on worker morale and output, micromanagement, when used sparingly, can be helpful in some circumstances. Sharma (2022) asserts that micromanagement can boost team output by guaranteeing that tasks are finished accurately, lowering workflow errors, and preserving team morale by providing clear guidelines and expectations. By regularly monitoring duties, it also helps prevent misunderstandings and guarantees correct performance, which is especially advantageous for new or inexperienced staff. But in order to prevent any negative effects that micromanagement may have, including low team morale and decreased creativity, it must be used carefully.

Micromanagement can help managers restore control and guarantee accurate task execution in emergency situations. According to Sharma (2022), micromanagement can offer the essential oversight to get a project back on track in situations where a team member is underperforming, urgent stakeholder requests come up, or the project is delayed. This method works well when working with less seasoned staff members that need more direction. To encourage independence and innovation among the team members, supervisors should adopt a less directive style once the pressing matter has been resolved.

Even though micromanagement is sometimes seen unfavorably, when done correctly, it can have some good benefits on businesses. Improving employee performance through tight monitoring and mentoring is one such advantage. Managers may guarantee that staff members adhere to procedures accurately and uphold high standards of quality by paying close attention to detail (Vantagecircle, 2024). This can be especially helpful in sectors like manufacturing or healthcare where accuracy is essential. Furthermore, with ongoing supervision and guidance from their managers, employees can enhance their performance and acquire new abilities through micromanagement, which functions as a type of on-the-job training.

V. Conclusion

This study has demonstrated a robust and statistically significant positive correlation between micromanagement and employee performance at Pearson Management Services Philippines, Inc., highlighting that micromanagement can positively influence employee outcomes under certain conditions. Contrary to the conventional negative perception of micromanagement, our findings indicate that in certain contexts, micromanagement can enhance employees' task completion, accuracy, and guidance, thereby positively influencing their performance.

The implications of these findings are significant for organizational management practices. While micromanagement is often criticized for stifling creativity and lowering employee morale, this study highlights its potential benefits when applied judiciously. Appropriate levels of oversight can ensure tasks are

completed efficiently and accurately, providing necessary guidance and support that may enhance employee confidence and competence. Therefore, organizations might need to reassess their management practices, ensuring that micromanagement is implemented in a balanced manner that leverages its benefits while minimizing its drawbacks.

However, it remains crucial to balance micromanagement with employee autonomy to prevent potential negative impacts such as reduced morale and creativity. Excessive micromanagement can lead to a stressful work environment and inhibit employees' ability to express their individuality and creativity. Therefore, a nuanced approach is necessary, one that incorporates tailored management strategies based on the specific needs of tasks and individual employees.

Tailored management approaches that account for the nature of tasks and individual employee needs, combined with ongoing manager training and regular performance assessments, can help optimize the benefits of micromanagement while mitigating its risks. This approach will ensure that employees receive the appropriate level of support and oversight needed to enhance their performance without feeling overly controlled or restricted.

Recommendation

For the employees who are experiencing micromanagement in their workplace, it is recommended to communicate and to initiate a conversation with the managers or supervisors. Express your concerns respectfully and in a constructive manner. It is also encouraged to show competence and capability. As consistent high-quality output can increase trust which will result in the less need for micromanagement.

It is also recommended to seek support to the Human Resource department or a trustworthy mentor within the company. If it persists and becomes excessive or destructive, an external mediation can assist in resolving the issue.

For the top management or the organization, leadership training is strongly recommended. Such training helps leaders develop the necessary skills and mindset to inspire their teams and maintain strategic oversight without resorting to excessive control. This approach is crucial for reducing the risks associated with micromanagement and fostering a healthy, productive, and engaged workforce.

For future researchers, it is advised to replicate similar studies across various companies, industries, and with larger sample sizes to improve the generalizability of the results. Broadening the research scope to include diverse organizational settings will yield a more comprehensive understanding of the nuanced impacts of micromanagement on employee performance and inform the development of more effective management strategies. Additionally, future studies could explore additional variables such as employee engagement, job satisfaction, and organizational commitment in relation to micromanagement, offering deeper insights into its overall effects. Longitudinal studies are also suggested to evaluate the long-term

consequences of micromanagement on employee performance and organizational outcomes.

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