

RESEARCH PAPER

The Impact of Micromanage Issue Among Manufacturing Industry: Employees Perception and Job Satisfaction

Nurhayati Kamarudin¹, Nurul Zarirah Nizam², Amizatulhawa Mat Sani³,
Mohammed Hariri Bakri*⁴ & Afif Zuhri Muhammad Khodri Harahap⁵

Received 5 January 2023; Revised 25 March 2023; Accepted 1 May 2023;
© Iran University of Science and Technology 2023

ABSTRACT

Social interactions at work heavily depend on leadership. The primary element influencing and forming behavioural patterns in every organisation in practise is employees' strong commitment to achieving organisational goals and the company's long-term goals. The goal of this study was to see how micromanaging leadership affected employee perceptions of job satisfaction in the Malacca manufacturing industry. Fortunately, workplace productivity and job satisfaction are both significantly influenced by or affected by leadership styles. An ineffective leadership style like micromanagement has significantly worse effects on an employee's behaviour and willingness to put forth effort at work to find out how employees feel about micromanaging methods of leadership and how they impact job satisfaction, a descriptive investigation was conducted. There were 97 managers who responded and gathered from Malaysia's manufacturing industry's Malacca state. This study's aim was to ascertain how a micromanaging leadership style impacts workers' perceptions of their jobs and job satisfaction. Micromanaging leadership style was found to have an impact on employee perception. Overall job satisfaction was found to be positively correlated with both personal growth and recognition at work, with (0.79) and (0.85) correlation coefficients respectively. Age group differences, work history differences, and position differences were all statistically significant (P0.05). Internal consistency measured by Cronbach's alpha was found to be acceptable at 0.708. Productivity, morale, trust, teamwork participation, personal development, and innovation were all negatively impacted by micromanagement. To increase productivity and efficiency, it is crucial to take taking into consideration an employee's expertise, abilities, qualifications, behaviour, and enthusiasm.

KEYWORDS: *Micromanage leadership style; Employee Perception; Job satisfaction.*

1. Introduction

Micromanagement is a type of leadership that gets things done quickly but over time has negative effects on both employee and corporate morale. Because a worker may believe that a micromanager is being judgmental towards them

because they don't seem to have confidence in their competence, micromanagement is frequently associated with negativity. Instead of devoting their time to more crucial duties, most of the time spent by micromanagers is frequently spent supervising the work of their direct reports and elevating the significance of unimportant matters in the eyes of subordinates. Employee perception is the evolution of a person's capacity to gather, arrange and comprehend information about their surroundings. Realising this requires being aware of the world around us and exercising control over information that is related to either positive or negative viewpoints. Based on our observations of the management team, we formulate opinions and conclusions. Due to so many managerial strategies being based on how employees perceive them, perception is

*
Corresponding author: *Mohammed Hariri Bakri*
hariri@utem.edu.my

1. Faculty of Technology Management and Technopreneurship, University Technical, Melaka, Malaysia .
2. Faculty of Technology Management and Technopreneurship, University Technical, Melaka, Malaysia.
3. Faculty of Technology Management and Technopreneurship, University Technical, Melaka, Malaysia.
4. Faculty of Technology Management and Technopreneurship, University Technical, Melaka, Malaysia.
5. Faculty of Business and Management MARA Technological University (UITM) Terengganu Branch, 23000 Sura Hujung Dungun, Terengganu, MalaysiaMalaysia.

important. Numerous academics have conducted in-depth analyses of the leadership style due to its reputation for commitment to the business [1]. In the organisational sector, employee attitudes towards their work, commitment, worth, effectiveness, disagreement from other employees, job satisfaction, and personal development have all been linked to micromanaging employees.

According to [2], committed employees will perform better than their less committed counterparts. When workers are happy with the tasks assigned to them, they are eager to put in more time. Hence, a successful effort may lead to an employee promotion inside the company. In anticipation of the many additional benefits, it will provide the organisation, some academics have committed to studying the organisational accountability leadership style [10]. Leadership style has a significant impact on employees' attitudes and behaviours, including organisational responsibility, in terms of job satisfaction. Several factors affect how effective a leader's leadership style is, a leader's character traits, followers' acknowledgment of the leader, employee willingness, the work's difficulty, team's effectiveness, and the values each team member upholds in the organisation are just a few examples.

In the primary workplace management environment, a leader is essential for accomplishing an organization's goals and is an important distinguishing factor between successful and unsuccessful ones when it comes to business growth and satisfaction among employees [10]. Additionally, effective leadership will produce happy employees who are dedicated to effective achievement. That is important to remember that an employee's effective performance is a function of their personal characteristics and their environment [1]. Employees are looking for ways to add value to their work, and managers are becoming more productive [2]. Therefore, it makes sense that employees would like to feel like they are a part of something important and worthwhile. Employees are enthusiastic about the company and their futures at work. As a result, contemplating sustaining through personal, social, and community fulfilment is important for employees' life expectancy [1].

There is a belief that a small percentage of employees prefer to direct and control every action taken by their subordinates in the course of their daily work. Deception can therefore result from a specific motivation. A leader will

occasionally break bad news to maintain optimism. However, on occasion they lie out of selfishness or an unjustified dislike of conflict. This will cause the employees to feel cold and detached, and the leadership style has frequently been compared to micromanagement. It usually involves making small arrangements to trick employees into thinking they are being watched [4]. However, for businesses where managers' intervention may be required to increase productivity, micromanagement may be advantageous. This might be due to the staff members' inexperience or technical inability to complete and present the task.

But, In the contemporary business world, a leader's management style might obstruct the growth of the company. It also affects the staff because it forces them to perform their duties. To further explore and understand it, in order to establish a cause-and-effect relationship between this leadership style and job satisfaction, we have linked it to perceived stress, unexpected behaviour, and employee disengagement. In addition, how people feel about their jobs is included in the definition of job satisfaction. It might be mild, negative, or positive. The level of job satisfaction of employees is reportedly influenced by their opportunities and skills, according to [15]. Thus, defines job satisfaction as an assessment of an employee's level of preference over their work, involving both impact and perceptual labour.

2. Literature Review

The study on organisational leadership, the for-profit sector has frequently been discussed in terms of employees and their interactions with their leaders. Nevertheless, even though most businesses have a solid understanding of what leadership styles are, it is urgent to investigate how they impact workplace productivity, especially given their strategic importance in the provision of services. Micromanagement is the practise of supervisors interfering with and controlling their employees' work to the extent where it negatively affects the quality of their output. Despite this effort to combat micromanagement, numerous industry articles attest to the perplexing phenomenon's persistence in the workplace [27] The research study identified the leadership styles that best support employee workplace performance and laid the groundwork for future research into leadership in public organisations. However, there are challenges and issues with leadership that may affect productivity at work and job satisfaction,

as well as how employees view their boss [10]. The significance of a leader's actions towards both internal and external participants determine the effectiveness of that leader's actions, which can take many different forms. Employment efficiency and its significance to the producer both depend on satisfaction with work because organisations today face several challenges, including ongoing changes in internal processes, as well as in the social, political, economic, and legal environments [17]. Micromanagement has a negative impact on project execution in organisations. Micromanagement raises the risk of making rash decisions. Not only is project quality improved with little interference from upper management, but knowledge waste is reduced by encouraging learning and creativity within the team [3].

According to [12], individual characteristics, behaviours, connection patterns, role connections, influence over others, job administration, and the perception of other people's acceptance of influence have all been categorized as aspects of leadership. Referring to define leadership behaviour as the strategies used by leaders to persuade a group of people to work towards a common goal. In addition, a group interaction involving two or more people frequently involves the organisation or reorganisation of the situation, it is hindered by three things: leaders, followers, and their interactions, as well as the observations and potentials of the participants. The leadership style for this study is micromanaged. As a result, micromanagement makes employees feel as though their every action or activity is being closely watched. Micromanagement is also characterised by increased observation, attention to small details, and monitoring of the amount of time employees spend working or away from their desks. Although work managers may be expected to perform tasks like arranging, detecting, and so forth, they are not involved in this situation, and their actions could harm the organisation. Employee performance is affected when they feel as though they are under close observation [11].

Furthermore, controlling is necessary for the accomplishment of a precarious job, whereas micromanagement is significantly different from controlling [11]. When managers don't carry out their responsibilities, it's considered micromanagement. Due to a lack of leadership and management, employees are unsure of how to perform their tasks and are unaware of the restrictions that may apply to them [7].

Micromanagers set goals to achieve their objectives, keep track of the value of time, and are extremely demanding of unrelated status updates or justifications. Researchers who studied the Situational Leadership Theory discovered that superiors who are hesitant to delegate tasks to their subordinates frequently become micromanagers because of their lack of faith in their subordinates' capabilities. They inquire about the employees' competence because they believe the task to be highly technical [11]. Micromanagement can be caused by a variety of factors. If a compromise is reached, the panel may impose management decisions by interfering with other organisational components' ability to function [18]. The board must also hold lively discussions on a regular basis, create performance standards, and maintain accountability to the entire organisation if it is to control this style of leadership. Regardless of the type of the relationships impacted, micromanagement is consistently defined as excessive interference with work processes in both contexts. Furthermore, there are striking similarities between the reported effects of micromanaging behaviours. When managing knowledge workers who have specialised knowledge in their fields, micromanagement is recognised as an example of poor leadership in supervisor-subordinate relationships [22].

Job satisfaction is determined by how employees feel about their work and various job-related factors. Job satisfaction is a crucial component of managerial and work psychology and is used as a gauge of the effectiveness of the workplace. In organisational systems related to the influence of leadership style, it is also a significant factor in determining the worth of performance. Influence on leadership and employee perception are therefore the most important predictors of job satisfaction [13]. Many studies have demonstrated that a number of elements, including competitive wages, sufficient resources, a pleasant work environment, opportunities for growth both professionally and personally, a manageable workload, supervision, recognition, notable advancement of patients, positive interactions with coworkers, autonomy on the job, secure employment, advancement in career, and commissions rewards, may influence the way content workers feel at their current position [5].

Furthermore, the research proved the value of job satisfaction to an organisation by showing how it correlates favourably with worker relations, physical and mental health, and individual

performance. According to [20], happier employees are more creative, effective, and productive. On the other hand, job dissatisfaction has a negative effect on a company's organisational structure and management strategies related to its leadership style, especially its use of micromanagement. Increased non-compliance with guidelines and policies, increased workload pressure, and organisational conflicts are just a few of the detrimental effects that have been noted [25].

2.1. Problem statement

The impact of micromanaging leadership styles on how employees view them and how satisfied they are at work was examined in this study. The primary issue was that employees didn't like the micromanaging leadership style they had to use, and that these styles had an impact on how well employees performed at work and how organisations viewed their employees [16].

Because of this, micromanaging leaders have a limited understanding of the impact the effectiveness of a leader's approach, how followers react to it, and how those elements impact employee morale. Moreover, a management strategy where a manager closely monitors and controls the job responsibilities of workers or subordinates [19].

Regarding how employees view leadership styles that impact workplace performance in organisations, the literature has a sizable research gap. As you can see, micromanagement exposes a lack of employee autonomy. Because of this, it is widely regarded as a toxic management approach for teams and the workplace. Therefore, according to management experts, micromanagement is among the best strategies for destroying team dynamics. Managers who behave in this way are viewed negatively by the team, according to [6].

Tab. 1.

| Problem description | Authors |
|---|---|
| Long working hours and an organization's inability to change contribute to workplace stress. | Wong K, Chan AHS, Ngan SC., (2019) |
| Frequent conflict and unsupportive managers add to an employee's sense of pressure. | Phuong Anh Tran, Sadia Mansoor, Muhammad Ali (2021) |
| Strain is the factor that balances a company's inefficiency and work stressors. | Elkana Timotius and Gilbert Sterling (2022) |
| Behaviour that jeopardises an organization's and its employees' prosperity by disrupting or disregarding the operational framework within which it operates. | Obrenovic B, Du J, Godinic D, Khan M, Jakhongirov I. (2020) |
| When a person's present condition is out of balance with a state in which all their needs, wants, and desires are satisfied, this is known as a provocation. This leads to a feeling of failure and disappointment. | Di Giuseppe M, Perry JC. (2021) |
| Deviance, which is frequently identified as a retaliation to perceived the overall functioning of an organisation may be negatively impacted by stress.. | Qin G, Zhang L., (2022) |

Furthermore, as individual instances, these micromanagement issues may not appear to be a big deal. The study should dig deeper into the impact and influence on employees and organisations. The intensity with which an employee pursues tasks, the quality of their work, and their dedication to going above and beyond for the company can all be significantly impacted by these detrimental feelings. Additionally, their motivation to finish tasks will be lower. [14].

Wang and Shaheryar find it interesting that managers micromanage to maintain control, but that they frequently fail to give clear instructions or spot obvious opportunities in barriers. Micromanagers treat staff members as if they can read their minds, which leaves staff members disappointed because they can't. Due to these

difficulties, the researcher might choose to concentrate on micro managers and investigate the relationship between their micromanage style of leadership and job extension [26].

3. Method

3.1. Research design

The research design is organised around project implementation, which includes data collection and analysis to address the research problem, in line with Sekaran and Bougie's 2009 analysis. A study that provides explanations is what this one is. At the beginning of the study, the literature is thoroughly examined with regard to micromanagement style of leadership, employee perception and job satisfaction.

Several issues must be clarified before determining appropriate techniques for research methodology. According to Sounders et al. (2009), five factors must philosophy, approach, strategy, option, and time horizon should all be considered. A survey, a mono method, a cross-sectional design, a deductive approach, and a positivism philosophy were all used in the current study. For data collection and analysis, the quantitative approach will be used.

3.2. Sampling methods

The sampling technique is covered in the section that follows. Consequently, the population being studied, the unit of evaluation, the sampling size, the sampling framework, and the distribution methods will be discussed.

The population of the study consisted of 1077 manufacturing firms in the Malacca state of Malaysia's manufacturing sector. Ages range from 27 to 55, and the study's unit of analysis is the manager of a manufacturing company. The managerial level in each company is the focus of the study because it is about leadership style. 97 respondents were gathered for the current study using the systematic sampling technique, which yielded 97 as the appropriate sample size according to the sample size calculation. A sampling method known as systematic sampling selects a sample from a larger population on a regular basis (Hayes, 2022). By dividing the population count by the desired sample size, the sample is calculated. The sampling frame for the current study is shown in the table below.

Tab. 2. Sample frame

| No. | Region | Population | Sample size |
|-----|---------------|------------|-------------|
| 1 | Melaka Tengah | 970 | 90 |
| 2 | Alor Gajah | 55 | 5 |
| 3 | Jasin | 10 | 1 |
| 4 | Masjid Tanah | 10 | 1 |
| 5 | Total | 1045 | 97 |

3.3. Methods for data collection

An online survey was used to collect the data. The researchers will send an email to each respondent. The respondent directory is compiled using information obtained from the internet. After completing the survey, the respondent will provide feedback to the researchers. The data collection process includes questionnaire scales with four sections. Primary and secondary data were gathered. The research instrument was taken from previous studies to ensure higher validity of the questions than creating one from scratch.

the perception of the workforce, and job satisfaction. The questionnaire also had a Likert scale with 5 points as its measurement system. The chosen employees received the questionnaire right away.

The questionnaire had a simple form layout. The entire questionnaire was divided into four sections. The respondents' demographics were described in Section A. Employee perception was a question in Section B. Micromanaging leadership style was a question in Section C, and job satisfaction was a question in Section D. The pilot study used twenty employees and ten managers to test the questionnaire's reliability. Pearson's Correlation Coefficient was used in the study to test the correlation between variables, as well as regression analysis for the variables.

3.4. Research instrument

By involving earlier literature reviews and modifying them to fit the current research's focus on micromanaging leadership the research tool was developed with consideration for style,

Tab. 3. Variable source and measurement

| Section | Variable | Item | Sources of scale |
|---------|------------------------------|------|--|
| A | Personal information | 6 | - |
| B | Employee perception | 12 | Winston G. Lewis, Kit F. Pun, Terrence R. M. Lalla (2007) |
| C | Micromanage leadership style | 18 | Wright Robert (2000) |
| D | Job satisfaction | 16 | Md. Harun-Or-Rashid, Mohammad Abul Bashir Sarker and Junichi Sakamoto (2013) |

The measurement of employees' perceptions is not mentioned in the organisational performance measurement model. It is primarily based on two important management concepts. Stakeholder satisfaction is the primary indicator in the second construct, which focuses on the company environment, while the first construct identifies three management zones (strategic, tactical, and operational). The Integrated Performance Measurement model, in contrast, is a hybrid

accounting system that connects activity-based costing and the conventional view in a series of causes. These are the two outside measures of financial performance and competitiveness are a division of the seven primary measurement dimensions. The dimension of employee perception is not present. These constructs are contrasted with "climate areas" in Table 4, which show the connection between organisational climate and corporate bottom-line indicators.

Tab. 4. Criteria for the construct and variables

| Two constructs/ Survey Variables | Questionnaire Items Employee Perception | Criteria of TQM implementation in Manufacturing |
|--|---|---|
| 1-Value | Management places a premium on safety | Management commitment |
| | Employees are committed to the organisation. | Customer satisfaction |
| | Employees enjoy working for this company. | Leadership |
| | Supervisors pay close attention to safety issues. | TQM vision |
| | Employees are happy with their jobs. | Customer feedback |
| | Maintenance programmes in this organisation are designed to prevent accidents or incidents. | Firm characteristics |
| | In this organization, maintenance programs are at a level to prevent accidents or incidents | Competitive strategy |
| 2- Effectiveness | Employees go over safety rules on a regular basis. | Quality data and reporting |
| | Employees believe they are given adequate responsibility. | Role of quality department |
| | People understand the connection between their jobs and workplace safety programmes. | Communication |
| | Employees are audited on a regular basis to ensure that they are performing their duties. | Information and analysis |
| | The efforts of this organisation have encouraged you to work more safely. | TQM adoption |

3.5. Data analysis

To make sure that the measurements were precise and reliable, the gathered data was used as the input for a reliability test. After that, the data is edited by looking over the questionnaires to find any missing, contradictory, or unclear responses that respondents may have given. Ensure that the data provided is accurate, complete, and consistent since it will be discarded rather than used to fill in missing values to reduce response bias in the questionnaire. The frequencies, standard deviation, and mean were all included in the descriptive analysis. Furthermore, the Statistical Package for Science and Social (SPSS) version 20 programme was used to analyse the

data for the correlation analysis. Frequencies and medians were used to report categorical variables, while the mean and standard deviation were used to report continuous data. The definition of statistical significance was P-values less than 0.05.

3.6. Validity and reliability

Data collection and analysis of changes in the collected data were the two main goals of the quantitative survey used for this study. The quantitative survey's framework consisted of questionnaires. The experimental design is based on the tool used for data analysis and measurement, which is the statistical package for

the social sciences (SPSS) used in the study. To verify that the items in each section of this study loaded into the expected categories, factor analysis was used. Cronbach's alpha was also used to evaluate the items' internal consistency or homogeneity.

4. Results and Discussion

4.1. Employee perception factor exploratory factor analysis

In order to verify the evaluation and suitability of the measurement scale, an exploratory factor

analysis with a Varimax rotation was conducted, 78.11% of the variance was completely explained by eigenvalues greater than 1.00. The Bartlett's Test of Sphericity was significant and the Kaiser-Meyer-Olkin (KMO) measurement of sampling adequacy was 0.781, indicating adequate intercorrelation. (Chi-square 1.1203, p 0.001), indicating that factor analysis is appropriate. The items that had a loading factor over 0.30 were kept. One factor was considered out of the twelve questions asked about the employee perception factor (Table 5).

Tab. 5. Factor analysis for employee perception

| Constructs | Items | Items no. | Factor SS |
|------------------------------|---|-----------|-----------|
| 1-Value | Management places a premium on safety | EPV1 | 0.75 |
| | Employees are committed to the organisation. | EPV2 | 0.73 |
| | Employees enjoy working for this company. | EPV3 | 0.77 |
| | Supervisors pay close attention to safety issues. | EPV4 | 0.70 |
| | Employees are happy with their jobs. | EPV5 | 0.65 |
| 2-Effectiveness | Maintenance programmes in this organisation are designed to prevent accidents or incidents. | EPV6 | 0.79 |
| | In this organization, maintenance programs are at a level to prevent accidents or incidents | EPV7 | 0.897 |
| | Employees go over safety rules on a regular basis. | EPE 1 | 0.61 |
| | Employees believe they are given adequate responsibility. | EPE 2 | 0.73 |
| | People understand the connection between their jobs and workplace safety programmes. | EPE 3 | 0.91 |
| | Employees are audited on a regular basis to ensure that they are performing their duties. | EPE 4 | 0.87 |
| | The efforts of this organisation have encouraged you to work more safely. | EPE 5 | 0.85 |
| | KMO | | 0.781 |
| | Bartlett's Test of Sphericity | | 1.1203 |
| | Eigenvalue | | 4.789 |
| Percentage variance (78.11%) | | 23.558 | |
| Sig. p-value | | 0.001 | |

4.2. Micromanage leadership style exploratory factor analysis

In Table 4, the findings of the factor analysis for the micromanage leadership style are presented. The main theoretical framework found that a leadership style of micromanaging has a benefit in terms of job satisfaction. The survey is offered to employees to aid in self-evaluation of their current tendency towards micromanaging at

work. The self-assessment survey is designed to be used by managers as a tool to gauge how well they are managing their teams and projects over time. The results of the factor analysis, however, reveal two distinct factors for the consequences' effects. 63.12% of the total variance was explained by the findings with eigenvalues higher than 1.00. The Kaiser-Meyer-Olkin (KMO) measurement of sampling adequacy was 0.571,

indicating sufficient intercorrelation, and Bartlett's Test of Sphericity was significant (Chi-square 1.0070, p 0.001). Factor analysis is therefore deemed appropriate. Items that had a

loading factor of more than 0.30 were kept. The 18 questions about the micromanage leadership style (Table 6) yielded one factor.

Tab. 6. Factor analysis for micromanage leadership style

| Items | Items no. | Factor SS |
|---|-----------|-----------|
| My team performs most efficiently on their assigned projects when I am : | | |
| 1) Hand on | MLS1 | 0.53 |
| 2) Provide feedback at key points in the assignment | MLS2 | 0.48 |
| 3) Provide leadership support when needed | MLS3 | 0.51 |
| When I propose changes or delegate assignments within the organization, my co-worker's: | | |
| 1) Do not fully understand the changes I am proposing and ask many questions | MLS4 | 0.49 |
| 2) Understand partially the reason for the proposed changes and ask a few questions | MLS5 | 0.53 |
| 3) Have a full understanding of the proposed and rarely get asked any questions | MLS6 | 0.61 |
| Tasks that I can easily complete myself | | |
| 1) I usually do them myself | MLS7 | 0.47 |
| 2) Half the time I delegate the task while half the time I complete it myself | MLS8 | 0.55 |
| 3) I usually delegate it to the appropriate team member | MLS9 | 0.79 |
| The reporting that I demand from my team is: | | |
| 1) Routine and frequent | MLS10 | 0.73 |
| 2) In moderate amount and usually associated with a task or assignment | MLS11 | 0.65 |
| 3) Only requested when it is needed | MLS12 | 0.53 |
| When I am out of the office and away from work, my team: | | |
| 1) Usually need me to respond back to their email | MLS13 | 0.51 |
| 2) Only sometimes needs me to respond back | MLS14 | 0.55 |
| 3) Rarely needs my attention when I am gone | MLS15 | 0.51 |
| Relinquishing power or control to other team members: | | |
| 1) Is very difficult and uncomfortable | MLS16 | 0.43 |
| 2) Happens but is still uncomfortable | MLS17 | 0.49 |
| 3) Is easy for me to do | MLS18 | 0.41 |
| KMO | | 0.571 |
| Bartlett's Test of Sphericity | | 1.0070 |
| Eigenvalue | | 4.117 |
| Percentage variance (63.12%) | | 13.157 |
| Sig. p-value | | 0.001 |

4.3. Job satisfaction exploratory factor analysis

To validate the evaluation and suitability of the measurement scale, the main factors were found using exploratory factor analysis with Varimax rotation. Job satisfaction in the manufacturing

sector could account for 53.17% of the variance if the eigenvalues were greater than 1.00. Indicating that factor analysis is appropriate, the Bartlett's Test of Sphericity was significant (Chi-square 1.0908, p 0.001), and the Kaiser-Meyer-Olkin (KMO) measurement of sampling

adequacy was 0.651, indicating adequate intercorrelation. Items that had a loading factor of 0.30 or higher were kept. The 16 questions that

made up the micromanaging leadership style were combined into one factor (Table 7).

Tab. 7. Factor analysis for job satisfaction

| Constructs | Items | Items no. | Factor |
|-------------------|--------------------------------------|-----------|--------|
| | | | SS |
| 1-Recognition | Possibility to put skills to use | JSR1 | 0.65 |
| | Possibilities for advancement | JSR2 | 0.63 |
| | Possibility of training or education | JSR3 | 0.67 |
| | Supervisory assistance | JSR4 | 0.73 |
| | Decision-making Participation | JSR5 | 0.65 |
| | Job stability | JSR6 | 0.69 |
| | Collaboration with coworkers | JSR7 | 0.53 |
| | Overall impression of the job | JSR8 | 0.79 |
| 2-Personal Growth | Workplace physical conditions | JSP 1 | 0.51 |
| | Salary | JSP 2 | 0.43 |
| | Additional payment for work | JSP 3 | 0.57 |
| | Workplace conflict resolution | JSP 4 | 0.63 |
| | The utilisation of abilities | JSP 5 | 0.71 |
| | Organizational design structure | JSP 6 | 0.77 |
| | Freedom of working methods | JSP 7 | 0.56 |
| | Amount of responsibility | JSP 8 | 0.85 |
| | KMO | | 0.651 |
| | Bartlett's Test of Sphericity | | 1.0908 |
| | Eigenvalue | | 4.081 |
| | Percentage variance (53.17%) | | 21.257 |
| | Sig. p-value | | 0.001 |

4.4. Modified research framework and hypotheses

Due to the employee perception factor analysis, the study on the effects of constructs now includes two new variables, Value and Effectiveness. The study's theoretical framework has been modified to consider changes in the variables, such as the inclusion of three outcomes rather than the single outcome that was originally envisioned in the framework. The updated conceptual framework is displayed in Fig. 1. Our

understanding of the concept indicates that there hasn't been much discussion of micromanagement and its implications. Even though each of these concepts has its own body of literature, no specific research has been done to determine the relationships between employee perception, leadership micromanagement, and job satisfaction. Consequently, it is established that there is a theoretical basis for including this article in the management literature.

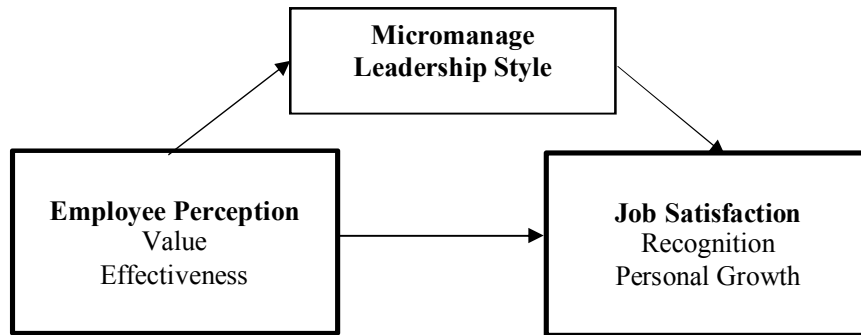


Fig. 1. Modified theoretical framework

Despite differences in the theoretical framework, job satisfaction supported the initial hypotheses

about the connections between the employee perception influences how leaders operate and

produce their results. As a result, the list of variables to be measured now includes environmental, economic, and social factors. The confirmed hypotheses show this. The suggested relationships between job satisfaction, recognition, and personal development were considered by the addition of new hypotheses. A manager must keep an eye on and lessen the impact of workplace deviation on their staff. Understanding and addressing the cumulative effects of micromanagement will enable this. By reducing their need for it, or by meeting standards with little deviation, workers can avoid this kind of leadership. As a result, micromanagement would decrease due to less manager meddling in employee tasks. This article could have significant practical implications in addition to those already mentioned if future researchers give it empirical value.

4.5. Reliability

All significant variables' reliability was assessed using Cronbach's alpha, which measures the consistency of an item to another. The -values of

the variables used in this study were calculated using Cronbach's alpha (α), the most widely used indicator of internal consistency. All variables' - values were deemed to be preferable and reliable if they were greater than 0.70. According to research, the micromanage leadership style had the lowest Cronbach's alpha (0.711) and the value in employee perception had the highest (0.899). The fact that all variables considered have high Cronbach's alpha values suggests that the test items are trustworthy and dependable. This is because every question on the survey was either taken directly from, or modified from, previously published journals or articles that had undergone empirical testing.

4.6. Regression analysis

The results of the multiple regression analysis were shown in Table 8. They were used to assess the impact of a collection of independent variables on a dependent variable. What percentage of the dependent variable's variance, for example, can be accounted for by the set of independent variables or predictors.

Tab. 8. Reliability analysis of overall construct

| Variable | No of Items | Cronbach's Alpha (α) |
|--|-------------|-------------------------------|
| Overall | 46 | 0.708 |
| Employee Perception Factor (IV) | | |
| EPF Value | 7 | 0.899 |
| EPF Effectiveness | 5 | 0.880 |
| Micromanage Leadership Style (Mediate) | 18 | 0.711 |
| Job Satisfaction (DV) | | |
| JS Recognition | 8 | 0.802 |
| JS Personal Growth | 8 | 0.727 |

For the factors of employee perception, micromanaging leadership style, and job satisfaction, the outcomes of the regression analysis are presented in Table 9 respectively. First, there was a significant correlation between the micromanage leadership style and employees' perceptions of value ($F=29.619$; $p<0.001$), with $R^2=0.471$ and adjusted $R^2=.493$. Additionally, it was discovered that the micromanaging leadership style was significantly related to how effective employees perceived their leaders to be ($r=.571$, $p<0.001$). Through rewards and personal development, the model that follows bridges the gap between micromanaging leadership style and satisfaction at work. This model correctly predicted 32.4% ($R^2=0.324$) of the variance in

acceptance and personal development, indicating that it was significant ($F=37.693$, $p<0.001$). The findings show that the significant value is less than 0.05, and the relationship between the Micromanage Leadership Style, the employee ability to perceive components, and Job Satisfaction with a p-value of 0.001 makes the variable an important unique contributor to the variable's prediction. As a result, in the manufacturing sector of Malacca, micromanagement leadership style has a significant impact on employees' perceptions of their jobs' satisfaction. This study's main objective was to investigate how micromanagement affected factors related to employee perception and job satisfaction among

those working in the manufacturing sector. The investigation of the experiences of those who were subjected to perceived micromanagement was another goal of this study. The study looks at how the nature of the relationships between leaders and followers affects how employees view micromanagement. To our knowledge, this is the first study of its kind that has been successful in determining the importance of job satisfaction for employees' perceptions of micromanagement. Future research should

examine whether trust in the manager's competence is as important to employee perceptions of being micromanaged across professions given the distinct management respect for skills that professionals have. By concentrating on a different aspect of professionals' perceptions of micromanagement, especially within the department that is closely linked to the manager under supervision, future research can build on the findings of the current study.

Tab. 9. Regression of micromanaging leadership style on employee perception and job satisfaction

| Micromanage Leadership Style | Employee Perception | | Job Satisfaction | |
|--------------------------------|---------------------|-----------------------|---------------------|-------------------------|
| | Value β | Effectiveness β | Recognition β | Personal Growth β |
| Micromanage Leadership Style | 0.572 | 0.571 | 0.481 | 0.317 |
| R^2 | 0.471 | 0.337 | 0.324 | 0.229 |
| <i>Adjusted R</i> ² | 0.493 | 0.322 | 0.431 | 0.309 |
| <i>F</i> | 29.619*** | 22.009 | 37.693*** | 21.327*** |

Significant Level:

**p < 0.01.

*** p < 0.001.

5. Limitation

Despite our efforts to elaborate and validate our work, it has limitations. To begin with, this article was written with all other relevant concepts held constant; thus, the presence of a change in the static environment may jeopardise the model's operation. Second, the model focuses on the negative aspects of micromanagement, based on a preconceived notion of its negative consequences. Finally, the model is designed to be viewed solely through the employees' eyes, with no regard for the other aspects of the organisation.

6. Conclusion

In this study, we evaluate a theoretical model to understand how micromanagement impacts employee perception and job satisfaction, both of which are essential components in turnover among managers and employees in the manufacturing sector. We assess a theoretical framework that deepens our comprehension of how micromanagement affects worker perception

and job satisfaction, two crucial elements in both organisational and worker performance. As one of the few studies to examine this idea, it presents a wealth of opportunities for further study. The study's findings demonstrate the detrimental effects of micromanagement on organisational outcomes and suggest that trust is a crucial element of organisational culture that needs to be promoted. As a result, there are few studies that explore this hypothesis as potential future research areas. The study's conclusions include the fact that recognition and personal growth should be supported and encouraged because trust, value, and effectiveness are essential components of organisational culture. Micromanagement also significantly lowered job satisfaction and required compromise and clarification. The study proposes an empirically tested model, which is perhaps its most distinctive and significant contribution, and provides a starting point for understanding the understudied concept of micromanagement, particularly in the context of management of the

manufacturing industry. Future research should continue examining this concept in order to create a thorough model of micromanagement in manufacturing industry literature. We discussed how micromanagement undermines organisational effectiveness. We made an effort to look into this relatively new idea in the field of management through our research proposal. We developed a theoretical model while debating from the viewpoint of an employee. Given this knowledge of micromanagement, managers must use caution when putting it into practise by figuring out how much pressure an employee can handle and how much assistance they need to perform well.

References

- [1] Ahmad Rafiki Islamic Leadership: Comparisons and Qualities, Book: A New Leadership Style for the 21st Century, (2020).
- [2] AAM Davidescu et al. Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees. Implications for Sustainable Human Resources Management (2020).
- [3] Amadi Martins Ndidi, Edwinah Amah, Belemenanya Okocha Micromanaging Behaviour and Employee Productivity in SMEs in Rivers State. (2022).
- [4] Almeida, J.G., Hartog, D.N.D., De Hoogh, A.H.B. et al. Harmful Leader Behaviors: Toward an Increased Understanding of How Different Forms of Unethical Leader Behavior Can Harm Subordinates. *J Bus Ethics* (2021).
- [5] Chen, S., Xu, K. & Yao, X. Empirical study of employee loyalty and satisfaction in the mining industry using structural equation modelling. *Sci Rep* 12, 1158 (2022).
- [6] Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., and Tsai, C. Y. A review of the effectiveness of empowering leadership. effectiveness of empowering leadership 10.1016/j.leaqua, (2019).
- [7] Coun Martine J. H., Edelbroek Robin, Peters Pascale, Blomme Robert J Leading Innovative Work-Behavior in Times of COVID-19: Relationship Between Leadership Style, Innovative Work-Behavior, Work-Related Flow, and IT-Enabled Presence Awareness During the First and Second Wave of the COVID-19 Pandemic. *Journal Frontiers in Psychology*. Vol. 12, (2021).
- [8] Di Giuseppe M, Perry JC. The Hierarchy of Defense Mechanisms: Assessing Defensive Functioning With the Defense Mechanisms Rating Scales Q-Sort. *Front Psychol*. (2021).
- [9] Elkana Timotius and Gilbert Sterling Stress at the Workplace and Its Impacts on Productivity: A Systematic Review from Industrial Engineering, Management, and Medical Perspective. *Industrial Engineering & Management Systems* Vol. 21, No. 2, (2022), pp. 192-205.
- [10] Habtamu Kebu Gemed, Jaesik Lee, Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study, *Heliyon*, Vol. 6, No. 4, (2020), p. e03699
- [11] Ibrahim Limon and Umit Dilekci Development and Initial Validation of Micromanagement Scale for School Principals. *Participatory Educational Research (PER)* Vol. 8, No. 1, (2021), pp. 123-140.
- [12] Laura Cortellazzo, Elena Bruni and Rita Zampieri1 The Role of Leadership in a Digitalized, *Journal Front Psychol*, (2019).
- [13] Leitsao, J., Pereira, D., & Gonçalves, A. Quality of Work Life and Organizational Performance: Workers' Feelings of Contributing, or Not, to the Organization's Productivity. *International journal of environmental research and public health*, Vol. 16, No. 20, (2019), p. 3803.
- [14] Lee, Y., Tao, W., Li, J. Y. Q., and Sun, R. Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 (2020).

- [15] Maan, A.T., Abid, G., Butt, T.H. *et al.* Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Futur Bus J* 6, Vol. 21, (2020).
- [16] Martine J. H. Coun1, Robin Edelbroek, Pascale Peters and Robert J. Blommel Leading Innovative Work-Behavior in Times of COVID-19: Relationship Between Leadership Style, Innovative Work-Behavior, Work-Related Flow, and IT-Enabled Presence Awareness During the First and Second Wave of the COVID-19 Pandemic (2021).
- [17] Metwally Dina, Ruiz-Palomino Pablo, Metwally Mohamed, Gartzia Leire How Ethical Leadership Shapes Employees' Readiness to Change: The Mediating Role of an Organizational Culture of Effectiveness JOURNAL Frontiers in Psychology, Vol. 10, (2019).
- [18] Mohammad Ayub Khan and Laurie Smith Law The Role of National Cultures in Shaping the Corporate Management Cultures: A Three-Country Theoretical Analysis, (2018).
- [19] Montani, F., and Stagliano, R. Innovation in times of pandemic: the moderating effect of knowledge sharing on the relationship between COVID-19 induced job stress and employee innovation. *R DManag*, (2021).
- [20] Mostafa, M., Hamed, A., Omid, K., Ali, R. & Maryam, S. Effects of human and organizational deficiencies on workers' safety behavior at a mining site in Iran. *Epidemiol Health*. Vol. 40, (2018), pp. 1-9
- [21] Obrenovic B, Du J, Godinic D, Tsoy D, Khan MAS, Jakhongirov I. Sustaining Enterprise Operations and Productivity during the COVID-19 Pandemic: "Enterprise Effectiveness and Sustainability Model". *Sustainability*. Vol. 12, No. 15, (2020), p. 5981.
- [22] Paola S. et.al. The Good, the Bad and the Blend: The Strategic Role of the "Middle Leadership" in Work-Family/Life Dynamics during Remote Working. *Behavioural Sciences*, (2021).
- [23] Phuong Anh Tran, Sadia Mansoor, Muhammad Ali Managerial support, work-family conflict and employee outcomes: an Australian study. *European Journal of Management and Business Economics*, (2021).
- [24] Qin G, Zhang L. Perceived overall injustice and organizational deviance-Mediating effect of anger and moderating effect of moral disengagement. *Front Psychol*, Vol. 13, (2022), p. 1023724.
- [25] Strenitzerova, M. & Achimsky, K. Employee satisfaction and loyalty as a part of sustainable human resource management in postal sector. *Sustainability* Vol. 11, (2019), p. 4591
- [26] Wang, X., and Shaheryar Work-Related Flow: the development of a theoretical framework based on the high involvement HRM practices with mediating role of affective commitment and moderating effect of emotional intelligence. *Front. Psychol*. Vol. 11, (2020), p. 564444.
- [27] Wallen, J. 6 big dangers of micromanagement. *Pluralsight*. (2018). <https://www.pluralsight.com/blog/business-professional/why-micromanagement-is-bad>
- [28] Wong K, Chan AHS, Ngan SC. The Effect of Long Working Hours and Overtime on Occupational Health: A Meta-Analysis of Evidence. *Int J Environ Res Public Health*, (2019).

Follow this article at the following site:

Nurhayati Kamarudin, Nurul Zarirah Nizam, Amizatulhawa Mat Sani & Mohammed Hariri Bakri: The impact of micromanage issue among manufacturing industry: employess perception and job satisfaction. IJIEPR 2023; 34 (2) :1-14

URL: <http://ijiepr.iust.ac.ir/article-1-1709-en.html>

