Effects of Micromanagement on Employee Satisfaction and Performance

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Abstract

This research project was designed to explore the perception of employees of a specific type of management and if there is any link between micromanagement and job performance of micro managed employees. There are many diverse management philosophies. Micromanagement is a form that is usually negatively perceived, due to its impact on employee independence. There has been little research on the impact of micromanagement on employees' job satisfaction and productivity. Several studies show that there are some specific patterns and causes associated with this managerial dysfunction. Even though there is a lot of research on the topic of micromanagement, there are still several gaps in the literature. Through a survey questionnaire of 40 questions, the independent variables of micromanagement and perfectionism were measured in relation to the dependent variables of job satisfaction and performance. The survey was administered anonymously via the internet. Convenience sampling was used to acquire a minimum of 100 anonymous participants in Puerto Rico and the United States who completed an online survey. The results showed that there is no relationship between "I like my supervisor" and the sacrifice than an employee makes for his or her job and the relationship between "I like my supervisor" and whether an employee wants to continue the rest of his or her life on the job site. It is not evident from the findings that the supervisor's leadership skills and style affect the performance in the workplace and the enjoyment of the tasks by the employees.

Introduction

The purpose of the paper is to briefly describe what has been found, to be the perceived effects of micromanagement on employees and how micromanagement can influence job performance and/or productivity. There are still gaps in the literature, such as the perception of the employees of this specific type of management and if there is any link between micromanagement and the job performance and satisfaction of these micro managed employees. It is important to understand that "micromanagers tend to dumb down their organizations and it can become a vicious cycle" (White, 2010, p. 72). For Industrial Organizational practitioners and scholars it is essential to understand what impact it can have on organizational productivity.

According to White (2010), micromanagement refers to the control of an enterprise in every particular and to the smallest detail, resulting in an obstruction of progress and neglecting broader, higher-level policy issues. White (2010) also sustains that micromanagement has been practiced and recognized well before the psychologists labeled it as an organizational pathology. In fact, for White (2010) micromanagement is a compulsive, behavioral disorder similar to other addictive patterns and the people who micromanage usually do it because they feel insecure and self-doubting. Based on the literature, it was hypothesized that micromanagement was going to be perceived as an impediment by the employees and will have the most statistically significant impact on job performance and satisfaction. This research project intended to demonstrate that: employees experiencing micromanagement are more likely to experiment job dissatisfaction.

Method

Participants

Participants in this study included working adults. Students and employees from the researchers' institution were excluded as were individuals under the age of 18. Due to the nature of the methodology employed, only individuals with both internet access and email could be included. Participants who completed the survey were 117 adults over 18 years of age with internet access, who were not students or employees of CAU. The majority of the sample were female, at 66% and males were 34%. The majority of participants were over 43 years of age. Maximum age was 58 years and minimum age was 23 years. Male age mean was 38.1 and female age mean was 36.1. The mean age was 36.79 years with a standard deviation of 5.853, which is a high value taking into account the recorded mean.

In addition, 6.8% of the participants were White/Non- Hispanic, 3.4% were African American, 85.5% were Hispanic/Latino, 1.8% were Asian or Multi-racial, and 1.7% were from other racial or ethnic identities. The mean years of education was 17.2 years (SD = 3.438). According to the years of study histogram, the majority of the participants had a high school and bachelor´s degree. In addition, 47.9 % of the participants were from United States, and 51.3% from Puerto Rico. The mean years of working experience was 10.36 (SD = 5.994) for the 112 of 117 participants who answered this question. The frequency distribution for working experience follows approximately the Gaussian bell, however, it is not totally symmetrical.

Instrumentation

The survey utilized in this study was developed by the authors. It consisted of 6 demographic questions designed to measure simple demographic variables including; gender, age, racial/ethnic identity, years of education, level of employment and years of experience in current field. Whenever possible, demographic variables were captured as ordinal or ratio level variables, age and years of experience for example.

In addition to the demographic variables, the construct of job satisfaction and performance were also measured. In order to do this the authors constructed a 34 item instrument with Likert scaling. Job satisfaction and performance will be measured through statements originated from Spector (1996) job satisfaction survey, Spector and Fox (2003) factual autonomy scale and the Copenhagen Psychosocial Questionnaire (2003). Each item was rated on a scale of strongly disagree (1) to strongly agree (5) and the total score is derived by summing the answers of the 40 items.

Procedure

The sample in this study was selected by convenience. Emails were sent by the authors to individuals who meet the inclusion criteria for the study. The wording of the email request to participate included all relevant information required in an informed consent. The email included a link to a survey created using an internet based software program designed for creating surveys. Since the survey was designed to be anonymous, potential subjects indicated their agreement by continuing to the survey site.

Once at the site, the informed consent displayed and asked them to demonstrate their consent by clicking a link to the instrument. Completion of the survey was estimated to take approximately 15-20 minutes and participants were informed that they could discontinue at any time. Responses to the survey were downloaded from the survey site and analyzed.

Results

Statistical Analysis

The study intended to determinate if micromanagement had a statistically significant correlation to employee satisfaction and performance. Therefore, a Chi Square test was run to explore the relationship between "I like my supervisor" and "I will like to stay at my current workplace for the rest of my working life", and "I am not willing to make sacrifices for my work." It was hypothesized that micromanagement was going to be perceived as an impediment by the employees and will have the most statistically significant impact on job performance and satisfaction. Specifically, it was hypothesized that there is a correlation between "I like my supervisor" and "I will like to stay at my current workplace for the rest of my working life" and that there is a correlation between "I like my supervisor" and "I am not willing to make sacrifices for my work".

Table 1

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Work rest of my life * Like	76	65.0%	41	35.0%	117	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sacrifice * Like	27	23.1%	90	76.9%	117	100.0%

However, 80% of the expected values were less than 5 in the first case and in the second case 100% of the values were less than 5, then the n criterion did not pass. In this case, the Chi value must be carefully interpreted.

Table 2

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.825[a]	16	.073
Likelihood Ratio	23.764	16	.095
Linear-by-Linear Association	4.152	1	.042
N of Valid Cases	76		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .03.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.199[a]	12	.430
Likelihood Ratio	11.558	12	.482
Linear-by-Linear Association	.409	1	.522
N of Valid Cases	27		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .04.

Discussion

The results of the statistical analysis showed for the first table a Chi value of 0.07. This value was greater than 0.05 so fail to reject the null hypothesis. In the second table Chi value was 0.430, this value is greater than 0.05 too, so fail to reject the null hypothesis. These results showed that there is no relationship between the "I like my supervisor" and the sacrifice than an employee makes for his or her job and the relationship between "I like my supervisor" and whether an employee wants to continue the rest of his or her life on the job site.

The findings of this study does not confirm than an employee's likeness for his/her supervisor depends on the way micromanagement governs or rules the work of the employee. It is not evident from the findings that the supervisor's leadership skills and style affect the performance in the workplace and the enjoyment of the tasks by the employees. However, organizations need to make sure that their supervisors does not exercise excessive control over the employees. This attitude forbids creativity and competition.

The results differed from the previous literature; therefore further research is recommended in order to consider which other elements may contribute to affect job performance and job satisfaction. This study helps other researchers identify areas of investigation that will help analyze more in depth the different management styles and determine what factors and characteristics of micromanagement, if any, may have a negative impact on the performance and job satisfaction of the employees. The limitations of this study are that since a convenience sample was used instead of random sampling, it is not possible to ensure that it is representative of the entire population. There was a lack of ethnic diversity and wide-ranging industry representation. Future studies using probability sampling would help to ensure a representative sample. Another of the limitations of this study is the reduced sample. We were only able to obtained a reduced sample of 117 participants.

References available upon request.

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