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Developing a Measurement Framework and Survey for Micromanagement

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Abstract

This study presents a simple microeconomic model of micromanagement and develops a framework and survey to measure/quantify micromanagement tendencies in the workplace. The presented model of micromanagement suggests that micromanagement stems mainly from the discrepancies between the managers' and employees' valuations of managerial interventions, where micromanagement is suboptimal and budget-ineffective. The subsequently developed survey seems to have a good potential for large-scale use in a single workplace or across workplaces/economic sectors, waiting for academic cooperation of scholars.

Keywords: Micromanagement; Managerial power; Organizational behavior.

JEL Classification: C83; D23; D91; M54.

1. Introduction

Based on the everyday experiences of the many (employees), micromanagement induces resentment and annoyance. Though, it is an inherent element of working life. In this study, we aim at understanding micromanagement and measuring the roots of micromanagement tendencies at the workplace. There are a variety of studies conducted in the field of micromanagement within different spheres. These studies have put forward distinct and related definitions of micromanagement throughout the years. As a general definition, (Wright, 1999, 2000; Rajkumar et al., 2016; Mishra et al., 2019; Poornima and Kavitha, 2017; Landry, 2020; Dhingra, 2015; Serrat, 2011, White Jr., 2010; Knight, 2015) state that Micromanagement is a management style that employers pay excessive attention to details, require a frequent report from their employees, being dissatisfied with the team's work, closely monitor and unnecessarily control what their employees do.

On the other hand, Bergström and Raknes (2016) implied that Micromanagement is useful for leaders when the company needs situational and personal leadership. Furthermore, while some specific definitions are given in specific fields, one of the most mentioned fields where micromanagement may be considered is psychology. The definitions given by (Fairbrother and Warn, 2002; Elejalde-Ruiz, 2016; O'Connell, 2020) interpreted that if a group or team is being investigated as Micromanagement, the level of stress, feeling disconnected from the work and being powerless in the workplace can be higher. Therefore, it may cause less productivity and both psychological and physical problems of employees can occur. From a different perspective, O'Connell (2020) described that during the COVID outbreak, lots of workplaces had to switch to working remotely and this can result in employers feeling disconnected and losing control over their employees. Thus, they started changing their management styles to micromanagement.

Table 1. Definitions of Micromanagement in the Literature

Study	Definition or Main Emphasis	Field	View
Wright	Closely managing a small portion of the larger process and evaluating it under scrutiny	Man, Econ, Soc, Psych	Neg
Rajkumar et al. (2016)	Managers closely monitoring and directing their subordinates	Man, Econ	Neg
Mishra et al. (2019)	Managers closely monitoring and controlling their subordinates.	Man	Neg
Li and Khalid (2015)	Lack of management skills in engineers leading to micromanagement	Eng	Neg
White Jr. (2010)	Control of an enterprise in every particular and to the smallest detail, with the effect of obstructing progress and neglecting broader, higher-level policy issues	Econ	Neg
Poornima and Kavitha (2017)	Attention to small details in the management, control of a person or situation by paying extreme attention to small details	Psych	Neg
Serrat (2011)	In a necessarily social context, to direct and control a person, group, or system with excessive or unnecessary oversight or input	Psych, Soc	Neg
O'Connell (2020)	When a traditionally in-office workplace goes remote, company managers feeling powerless and disconnected with their employees, sometimes causing them to micromanage	Man	Neg
Landry (2020)	A boss who looms over employees, inspecting and criticizing every minor detail of a project	Man, Psych	Neg
Bergström and Raknes (sup: Carlsen, 2016)	Micromanagement can be a productive tool for leaders when conducting situational and personal leadership	Man	Pos
Sidhu (2012)	To manage especially with excessive control or attention to details	Man	~ Pos
Knight (2015)	The kind of boss who lasers in on details, prefers to be copied on emails, and is rarely satisfied with team's work	Man, Psych, Soc	Pos, Neg
Williams et. al. (2021)	Little is known about what happens when supervisor support veers out of balance and becomes supervisors' inference that may be perceived as micromanagement	Eng: IT	Neg
Dhingra (2015)	Keeping excessive control over employees and keenly observing their activities	Psych	Neg
Fairbrother and Warn (2002)	The same workplace factors are not consistently related to stress in all workplaces, and the relationship between stress and job satisfaction can differ depending on the group being investigated	Psych	Neg
Tepper (2000)	Abusive supervision, a tyrannical boss who publicly ridicules and undermines those reporting to him or her	Psych	Neg
Snow and Williamson (2015)	Superintendents and business officials attempting to influence school boards to maintain centralized control over budgeting to protect their own turfs	Man, Acc	Neg
Deleon and Tripodi (2022)	Breakdown in the fundamentals of delegation, dulling creativity and slowing decision-making, reducing the speed of reaction on the battlefield	Man: Mil	Neg
Lamb (2020)	Distorted understanding of good leadership and the Joint Staff's mission command doctrine, encouraging the military to ignore its own time-honored leadership principles	Man: Mil	Neg
McKeown (2005)	A presidential concern with administrative questions that would ordinarily be seen as much too unimportant to merit presidential attention	Man: Gov	Neg
Mayer (1993)	Congressional activity on the defense budget- line-item changes, programmatic restrictions, request for reports and information is often criticized as micromanagement, best viewed as a problem of competition among political actors for policy control	Man: Gov	Neg
Ubani and Nielsen (2021)	One of the biggest challenges hindering effective collaboration and pair programming	Psych: Pair work	Neg
Elejalde-Ruiz (2016)	The people in the stressful yet micromanaged jobs were heavier than their peers who enjoyed discretion over their jobs, they might eat more or engage in unhealthy behaviors to cope with the stress; alternatively, those with high control might find the stress energizing	Health	Neg

There were lots of studies measuring the effect of micromanagement using different methods and some of them found solutions to how to get rid of micromanaging behavior in a specific workplace. Rubani and Nielsen (2021) found using Error analysis that by adopting Intelligent Tutoring Systems for Collaborative Learning (ITS4CL), micromanagement behavior can be avoided and students can comfortably work in pairs. Deleon et al. (2022) studied the effects of micromanagement in the army, illustrating sharply that if the army hopes to be successful in the battlefield, they need to cease micromanaging traits at all levels. In the field of law, Hetrick (2008) studied the effects of micromanagement in drafting community documents and found that the confusing and long micromanaging language can be hard to understand and should be avoided in residential real estate sales transactions if not it can lead to disputes and destroy the community. Moreover, Kavitha and Poornima (2017) researched 100 BPO (Business Process Outsourcing) employees (rotational and night shift) in different companies using percentage analysis for demographic details. They found that they should reduce the micromanaging behaviors toward the BPO employees to enhance job satisfaction and productivity. Badger et. al. (2009) observed employees of project managers' responses

introducing a 52-action-card game. It is found that 79% of employees stated that they are micromanaged and among these, 67% of them consider changing their jobs due to the micromanager. Hampton et. al. (1986), one of the oldest studies on Micromanagement conducted a survey responded to by 116 retail salespeople in 5 outlets. They analyzed using OLS estimation and concluded that when a supervisor is friendly, kind and explicitly explains what is needed, this can reduce their employees' stress and increase productivity similar to Crouch and Yetton (1988) and Koh and Boh (2001). This shows that this is not the case in Micromanagement. Additionally, Tepper (2000) conducted a survey with two waves using random-dialing and logistic regression analyses, and 362 of the participants completed the two waves among 2415 individuals in mid-western cities. They found that some of the individuals experienced injustice due to abusive supervision and have less mobility in their jobs.

Although most of the findings have shown that Micromanagement has had adverse effects on companies in different spheres, some of the studies demonstrated its positive effects. Mookerjee et al. (2022) studied in the field of medical education, and they found that Micromanagement is necessary in helping employees to be competent, accountable and contribute to the success of the company. Furthermore, Sidhu (2012) studied the real-life experience of Ray Saito who is a project manager in a telecommunications firm associated with a multi-million-dollar project. It is stated that Micromanagement can be necessary in the short-term, if a manager tries to see how much a team can handle the pressure micromanaging behavior can be the best fit to see that. As a result, among these studies, it can be concluded that micromanagement is a bad feature for both a manager and their employees. In the next section, we will introduce a model that embodies the optimal level of micromanagement which is at its healthiest point and can have a role in companies' success.

In Section 2, we develop a simple mathematical model of micromanagement, i.e., of manager's choices of control over the employees or business processes. In Section 3, we lay down a simple microeconomic model of micromanagement. We introduce the measurement issues in Section 4 along with the survey that we designed to measure micromanagement tendencies. After presenting the preliminary analytical results out of our survey in Section 5, Section 6 concludes.

2. A Simple Mathematical Model of Managers' Choices of Control

In this section, we elaborate on a simple mathematical model of managerial choices of control. The model that we present is of a depictive nature and it is intended to lay down the basis of micromanagement within a broader understanding of managerial control. For simplicity, let us suppose a manager can exert control over the business processes along two dimensions which are named here 'depth' and 'scope'. While the depth measures the sub-managerial levels and the scope measures the level of business details in which a manager interferes (or exerts control on). In a caricaturized fashion, one may imagine a corporate building each floor of which is charged with a certain business function. Each floor is managed by a separate manager toward a distinct corporate goal and each manager reports to the one that manages upstairs. In this caricature, depth is the number of floors that a certain manager tries to rule. Scope, on the other hand, defines the extent of tasks to which a manager touches upon on each floor she somewhat rules.

For mathematical ease, we define depth (α) and scope (γ) as continuous variables as in (1) and (2):

$0 \leq \alpha \in R$	(1)
$0 \leq \gamma \in R$	(2)

Such a definition of depth and scope corresponds to a corporation (or institution) with infinitely many floors and infinite business details. Over the continuum of α and γ , the manager chooses α the first and γ the second. For each level of managerial control over depth α , a benefit of $b(\alpha) = b$ yields (integrating to $b\alpha$ over $[0, \alpha]$), i.e., the manager's control or interventions always generate some value. However, this value is not costless. Manager's control over depth comes with a point cost of $c(\alpha) = c\alpha$ (integrating to $c\alpha^2/2$ over $[0, \alpha]$) and manager's control over scope comes with a point cost of $d(\gamma) = d\gamma$ (integrating to $d\gamma^2/2$ over $[0, \gamma]$). While the benefit and cost over depth spreads to the chosen scope, the cost over scope applies to the chosen depth, as in (3):

$U(b, c, d) = \gamma(b\alpha) - \gamma\left(\frac{c\alpha^2}{2}\right) - \alpha\left(\frac{d\gamma^2}{2}\right), b, c, d \geq 0$	(3)
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The utility function defined in (3) is shortly expressed as:

$U(b, c, d) = \gamma\left(b\alpha - \frac{c\alpha^2}{2}\right) - \frac{d\alpha\gamma^2}{2}, b, c, d \geq 0$	(4)
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Our construction above builds upon a quite naïve perspective, where the utility and disutility pertaining to the manager's control or interventions are defined in isolation from each other, eventually netting to the 'utility from management' ($U(\cdot)$). In this setup, the benefit and costs can be pecuniary or solely psychological. For instance:

- As $b(\cdot)$ can reflect the pecuniary benefit from the manager's contribution to her subordinates, it may also reflect a positive moral impact of manager's involvement in business processes
- As $c(\cdot)$ can reflect the pecuniary cost of the manager's moves within the company building, it may also reflect a negative moral impact, like a disturbance from feeling surveilled
- As $d(\cdot)$ can reflect the pecuniary cost of the manager's intervention in details, like misleading a design process, it may also reflect a moral impact possibly originating from subordinates to feel condescended.

One should naturally be assigning prices (unit costs) to control over depth (α) and control over scope (γ). However, prior to considering prices, an interesting feature of the utility structure described above unfolds. As facilitated through the first order conditions (5) and (6), there is a unique unconstrained maximum of $U(\cdot)$.

$\frac{\partial U(\cdot)}{\partial \alpha} = b\gamma - c\alpha\gamma - \frac{d\gamma^2}{2} = 0$	(5)
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$\frac{\partial U(\cdot)}{\partial \gamma} = b\alpha - \frac{c\alpha^2}{2} - d\alpha\gamma = 0$	(6)
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The unconstrained maximum of $U(\cdot)$ is obtained at

$(\alpha^*, \gamma^*) = \left(\frac{2b}{3c}, \frac{2b}{3d}\right)$	(7)
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suggesting the presence of a 'bliss point' in our space of (α, γ) . Needless to say, the presence of a bliss point is not comforting at first sight (reason). However, the bliss point serves in our simple universe as a

depiction of the presence of a ‘best’ management practice given the culture and traditions of the company. Figure 1 displays the manager’s indifference curves and the bliss point. When the company allows for a monetary budget (B^*) to attain (α^*, γ^*) at given prices (unit costs) p_α and p_γ , an ideal business vision comes true as shown in Figure 1.

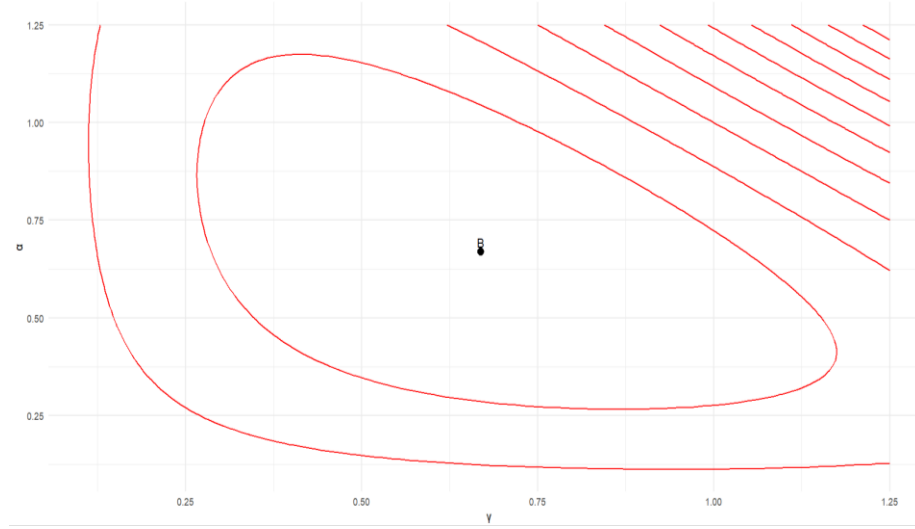


Figure 1. Indifference Curves and the Unconstrained Optimum

Nevertheless, reaching the ideal business vision of Figure 1 may not be so probable against the cases of undermanagement (insufficient management) or over-management (here, micromanagement). When the managerial budget allowance B falls short of B^* , the bliss point cannot be attained, resulting in undermanagement, $\alpha p_\alpha + \gamma p_\gamma \leq B < B^*$. When the allowance exceeds B^* , the bliss point is exceeded in either of the dimensions of depth and scope, $\alpha p_\alpha + \gamma p_\gamma = B > B^*$. These two cases are illustrated in Figure 2.

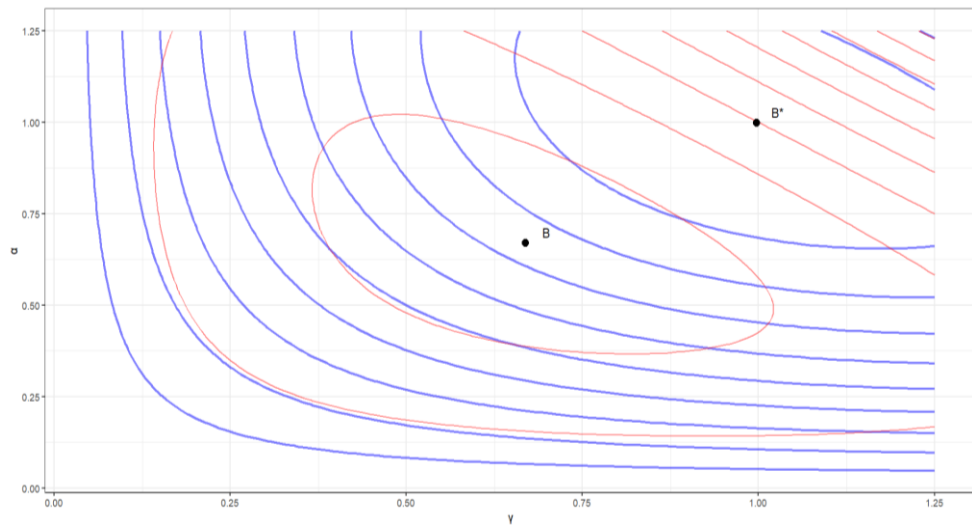


Figure 2. Cases of Optimal, Under- and Micro-management

Despite its simplicity, the model that we present seems to be capable of depicting the cases of undermanagement, optimal (ideal) management and over-management (micromanagement) well. Still, the question of how micromanagement occurs needs some further elaboration. The following mechanism might

shed some light on this fundamentally important issue: The mechanism builds upon first the supposition that managers are capable of, to a large extent, determining/setting their managerial budgets, in both financial and temporal terms. Our second supposition is that the true values of b , c , and d are latent. Every managerial or non-managerial employee within a company may have a subjective understanding of how large they are, but their true values are not subject to a unanimous consensus. Third, by the very definition of managerial authority, managers' subjective understanding (or perception) of the values of b , c , and d determines the type of management. While the solution $(\alpha^*, \gamma^*) = (2b/3c, 2b/3d)$ is based on the unknown true values of b , c , and d , the actual practice $(\alpha', \gamma') = (2b'/3c', 2b'/3d')$ stems from the manager's subjective valuation of b , c , and d , denoted as b' , c' , and d' , respectively. In plain terms, the manager's choice of the degree of control over depth and scope depends on how she values her contribution relative to disturbances she causes. We discuss the limitations of our model with respect to measurement and try to discover venues for quantifying micromanagement practices in the next section.

3. Measurement Issues

Departing from the earlier literature's invaluable insights, we have elaborated a simple mathematical model to understand micromanagement. On one hand, such a model allows us to mathematically characterize micromanagement, mainly as a particular case of devoting managerial efforts, i.e., we are able to assert that micromanagement arises when the unit benefits and costs of managerial interventions differ between managers and employees. On the other hand, well-established corporate measures of these benefits and costs are typically absent. Organizations do not keep a track record of these valuations in quantitative terms. In that, while one may value the benefits from managerial efforts by looking at managers' compensations, it is not practical to assess the value (cost) of the disturbances caused by managers' interventions. While one may utter "Manager M is too disturbing, frustrating, unconstructive or toxic", we may still not be able to assign a monetary value to these negative personal traits of Manager M. Though such an inability to quantify things seem to dismiss our model, we are inclined to dig further to understand the antecedents of a manager's overvaluation of their net value-added. The conceptual framework of Figure 3, built upon the literature presented in Section 2, helps us to pinpoint the key elements relating to micromanagement.

Resorting to Figure 3, every factor that induces micro-managerial tendencies somehow alloys into organizational culture. While micromanagement gains a positive outlook in demanding organizations, where a high level of control helps fulfilling supply requirements, increase employee skills and deliver high organization performance, it gains a negative outlook in non-demanding organizations. In these, managerial efforts build disproportionately upon a low level of control requirement, eventually resulting in employee distrust, high turnover and organizational deterioration. The same organizational culture, by definition, fosters and legitimizes micro-managerial tendencies as an inherent style of management. In that, 'control freak' or 'impatient' or 'emotionally insecure' managers are the carriers of micro-managerial norms of behavior, where unusual events that lead to organizational crises help develop a suitable habitat for overmanaging the employees. Finally, micro-managerial tendencies are regenerated over time by the organizational culture itself.

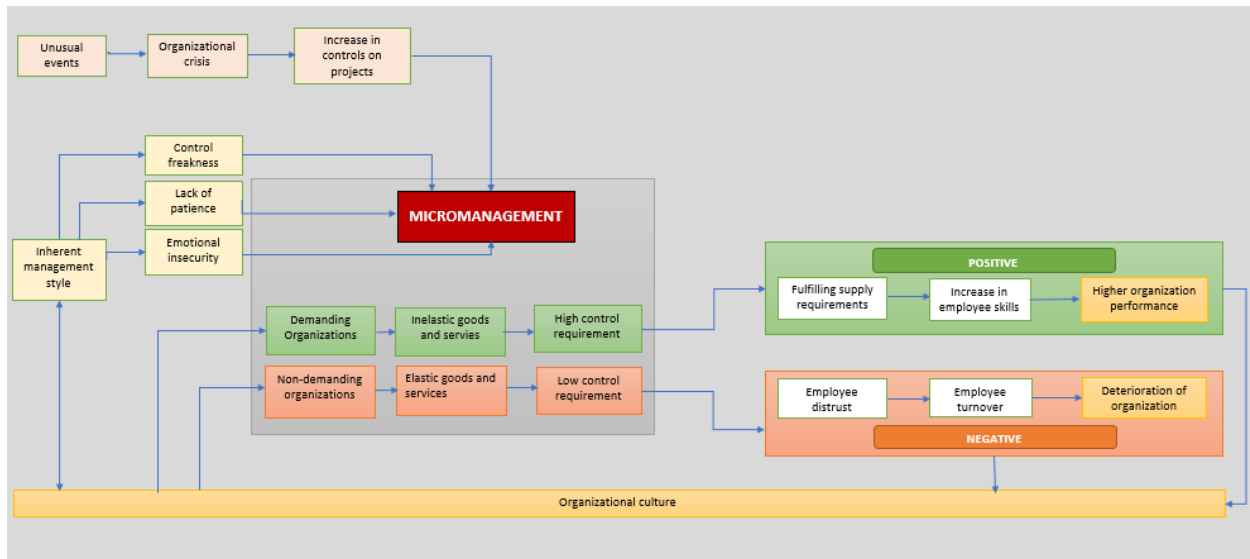


Figure 3. The Conceptual Framework of Micromanagement

Being only one of the possible mechanisms to describe micromanagement, the framework in Figure 3 obliges us to measure and truly understand ‘how demanding an organization is’, ‘how serious the control requirement is’, ‘what the degrees of control freakiness, impatience and emotional insecurity are’ and ‘whether and how employees legitimize or normalize over-management’. As discussed earlier, measurement is to be performed through perception of employees and we devise a survey to collect these systematically along with several descriptors of workplace characteristics.

We have structured our survey (Table 2) maintaining a few simple self-guidelines:

- First of all, we purposefully avoided the use of the terms of “micromanagement”, “over-management”, “managerial interference” and the like. Rather, we formed the survey as a ‘Survey on Perceptions of Task Management and Work Flows at Workplace’ which is intended to reveal employees’ perceptions of micromanagement relatively indirectly, i.e., distilling those perceptions from people’s everyday experiences.
- Second, we designed our questions so as to address any kind of employee: most questions apply to both managerial and non-managerial staff. More importantly, the designation of ‘being a manager’ is not necessarily based on the actual corporate title of an employee, but on her assignment of any leading/managing role or soft rank.
- Third, we tried to ensure our questions yielded solid inter-institutional and inter-positional comparisons by using an array of questions on workplace description and demographics.
- Finally, we tried to establish venues to cross-check survey responses especially in the questions that tie to ‘micromanagement’ relatively closely.

In the next section, implementation of the survey and the analytical results stemming from it are presented. For ease, grouping of questions are left to the next section where we elaborate and discuss our Factor Analysis and Principal Component Analysis results.

Table 2. Survey Questions
Survey on Perceptions of Task Management and Work Flows at Workplace
Section 1: Description of Workplace and Demographics (Response types are provided in parentheses)
<ul style="list-style-type: none"> ● How old are you? (Integer) ● What is your gender? (Open ended) ● Educational attainment level (Primary, Secondary, Vocational, College, Master’s, at and above PhD) ● Are you working for additional income after your retirement? (Yes/No) ● How many workplaces have you worked at during the last 5 years? (Integer) ● Are you employed in a position reserved for the handicapped people? (Yes/No) ● What is the economic activity of your workplace? (Choice from a preset list of 34 economic activities) ● What describes best the ownership-partnership structure of your workplace? (Private/PPP/Public) ● Which department do you serve at your workplace? (Open ended) ● How many departments are there at your workplace? (Integer) ● What is the functional field that you serve at your workplace? (Choice from a preset list of 16 fields) ● What is your job title? (Open ended) ● How many major levels of job titles at your workplace? (Integer) ● How is your job title categorized in your ‘institutional culture’? (Managerial/leader / Employee/follower) ● Regardless of your job title’s classification in your institutional culture as managerial, do you assign tasks to your workmates at your workplace? (Yes/No) ● How many people do you assign tasks to at your workplace? (Integer) ● Regardless of your job title’s classification in your institutional culture as managerial, how many people work/serve under your command/management? (Integer) ● Regardless of their job title’s classification in your institutional culture as managerial or not, under how many people’s command/managements do you work/serve under? (Integer) ● Based on the last 5 years’ average and excluding the official/annual vacations, how many work days did you skip? (Integer) ● Based on the last 1 year’s average and excluding the official/annual vacations, how many work days did you skip? (Integer) ● How many employees work/serve at your workplace? (1-5, 6-10, 11-25, 26-50, 51-100, 101-250, 251-500, 501-1000, 1001-5000, 5001-10000, >10000)
Section 2: Employee’s Perceptions of Task Management and Work Flows at Workplace (Response types are provided in parentheses as A or B: A: Strongly disagree – Disagree – Neither disagree nor agree – Agree – Strongly agree B: I do not need it – When my employees need it – Intermittently/Irregularly – Periodically/Regularly – Frequently/Continuously)
<ol style="list-style-type: none"> 1. “My level of controlling and directing the work of my employees may be excessive.” (A) 2. “I trust the quality of the work my employees do or will do.” (A) 3. “Controlling the work of my employees and directing the course of work is an obligation that comes with the job description.” (A) 4. “I control the work of my employees “on request” and direct the course of business.” (A) 5. “I “periodically / regularly” check the work of my employees and direct the course of work.” (A) 6. “I control the work of my employees.” (B) 7. “I want my employees to report the progress of the business.” (B) 8. “I think that my managerial behaviors and tendencies are compatible with the culture of my company / institution.” (A) 9. “My work environment is open to me to develop new management approaches.” (A) 10. “My employees welcome new management approaches.” (A) 11. “My employees are free to take initiative regarding the ongoing work.” (A)

Table 2. Survey Questions**Survey on Perceptions of Task Management and Work Flows at Workplace**

12. "My employees are free to take initiative regarding future work." (A)
13. "I see myself as the indispensable / most valuable member of the team." (A)
14. "I think that I am competent to do all the stages of the work that needs to be done in a project." (A)
15. "I think that I am inclined to do all the stages of the work that needs to be done in a project." (A)
16. "It bothers me when my work is controlled." (A)
17. "The direction of the course of my work bothers me." (A)
18. "I think my managers control things based on personal/subjective values." (A)
19. "I think that the way my managers direct the course of business is based on personal / subjective values." (A)
20. "The management style of my company / institution includes a vertical hierarchy / chain of command." (A)
21. "I find the management style of my company / institution correct-appropriate." (A)
22. "I feel distant from my company / institution." (A)
23. "The promotion-appointment decisions in my company / institution are fair." (A)
24. "Promotion-appointment decisions in my company/organization are based on performance." (A)
25. "The promotion-appointment decisions in my company / institution are shaped according to the degree of professional compatibility of the employees with the managers." (A)
26. "The promotion-appointment decisions in my company / institution are shaped according to the degree of personal compatibility of the employees with the managers." (A)
27. "At the end of an average/typical working day, I feel tired/depleted." (A)
28. "At the end of an average/typical working day, I can isolate myself from work-related thoughts (A)
29. "There is work peace in my company / institution." (A)
30. "The working environment in my company / institution causes me to develop negative feelings and thoughts." (A)
31. "The working environment in my company / institution causes me to develop negative attitudes." (A)
32. "The negative aspects of the working environment can be ignored as long as the quality of the work done is high." (A)
33. "Human organization and socialization opportunities in the working environment are important." (A)
34. "I feel very stressed while completing the given task." (A)
35. "My work environment is always stressful for me." (A)
36. "I do not hesitate to take the initiative and I am confident in fulfilling my duties." (A)
37. "I love what I do." (A)
38. "I do what I do with commitment." (A)
39. "After being checked by a manager reporting to me, I would find it useful to re-check every step of a job that was sent to me." (A)
40. "In the initial phase of a job, I find it useful to hold a detailed planning meeting with the participation of all employees of the team I manage." (A)
41. "I think that a manager who wants to get effective results should have a good grasp of the technical requirements / details of every stage of a project he manages." (A)
42. "It is normal for employees to consider the preferences of the top managers rather than those of the managers right above them." (A)
43. "I would like to hear the evaluations of the managers right above me, as well as the evaluations of the higher ranking managers, regarding the work I do." (A)
44. "I find it beneficial to have one-on-one working sessions with the employees of the team I manage that I consider important / whose product I find valuable." (A)
45. "As long as things go well, it does not matter who works with whom and in what way." (A)

4. Preliminary Empirical Analysis and Discussion

In this preliminary analysis, we use a collection of 35 pilot responses to qualify our survey for possible future use. To this end, we first summarize the survey responses below (separately under the headings of 'Description of Workplace and Demographics' and 'Employee's Perceptions of Task Management and Work Flows at Workplace'. Then we perform a mock analysis of micromanagement on the basis of the 35 pilot responses.

Description of Workplace and Demographics

We have 45 survey questions by using a 5-point Likert scale (1 corresponds to “I strongly disagree” whereas 5 corresponds to “I strongly agree”) to determine the micromanagement tendencies. In its preliminary trial, we have received 35 responses for our survey questions. Among the participants, 54.2% are men and the remaining are women. The participants’ mean age is 42. In what follows, we have drawn every questions’ frequency regarding its responses to whether the distributions are normally distributed or skewed or the survey is well-established based on the distribution of responses. Furthermore, we have analyzed (1) the gender-based differences in micromanagement tendencies, (2) the relationship between the micromanagement tendencies with company size, and (3) the average responses to the specific questions that are supposed to explicitly show micromanagement tendencies. Lastly (4), we tried to extract the questions that are directly asked to employees, employers and also the ones which demonstrate micromanagement tendencies using scatter graphs (We were able to analyze it by taking the average responses of all scales for specific questions).

Employee’s Perceptions of Task Management and Work Flows at Workplace

By looking at the figure below, one can see the distribution of every response according to the Likert Scale from 45 questions. The graph with gray-shaded ones represents the questions extracting explicit micromanagement tendencies. (B) shows the perspective of employers/ bosses of companies (the questions directed to be responded by employers) while (E) demonstrates the employee’s perspective (the questions directed to be responded by employees) respectively. At first glance, the responses are more or less well distributed except for questions 15, 33, 36, 40 and 44. If otherwise occurred then this survey would have “acquiescence bias” (the distribution of the responses would be more frequent for the highest scaled point). This shows that the survey reached what it aimed for. If one is to thoroughly analyze the micromanagement tendencies by looking at the gray-shaded graphs, in general, the participants responded the highest two points (4 and 5) even if the overall distribution does not have acquiescence bias. With these scaled points 4 and 5, it can also be asserted that most of the employees are satisfied with their managers’ attitude and the perspective towards their employees since most of the responses based on employer perspective does not explicitly show micromanagement tendencies although there are some exceptions among the participants. Also, we take the inverses of some questions’ responses in order to keep track of the micromanagement tendencies explicitly and clearly. (According to the Likert Scale, the inverse of the responses are written as “6-x”).

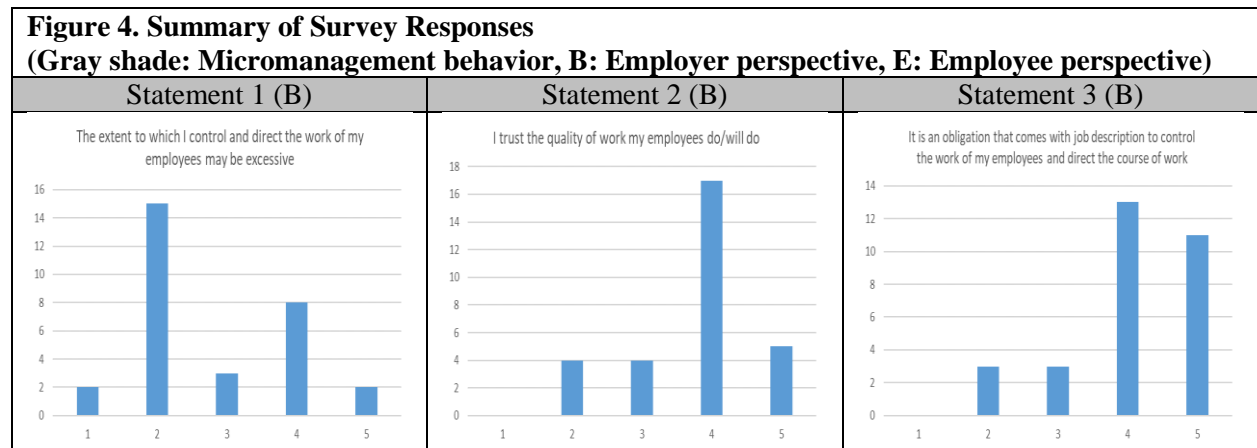


Figure 4. Summary of Survey Responses
(Gray shade: Micromanagement behavior, B: Employer perspective, E: Employee perspective)

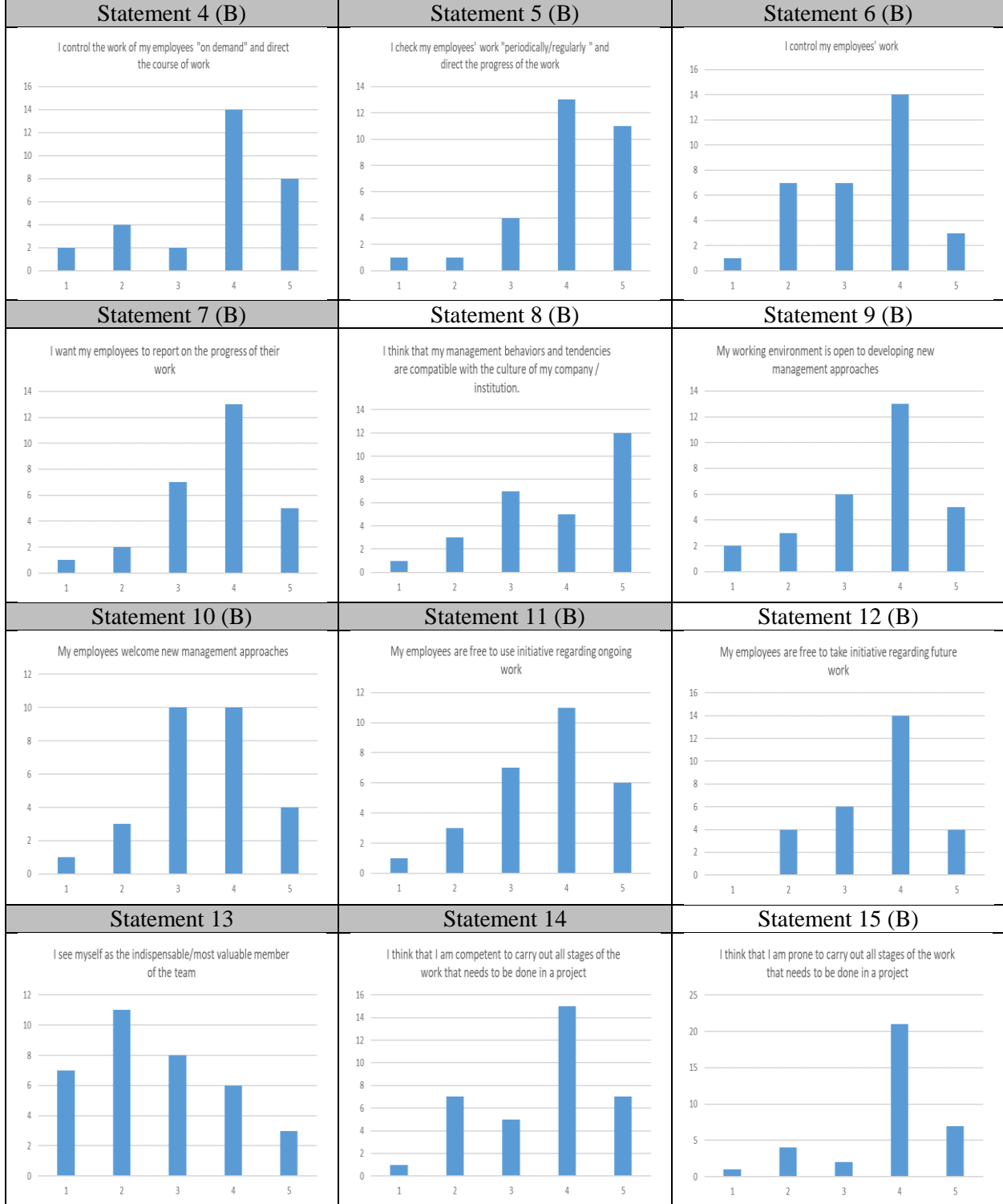


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(Gray shade: Micromanagement behavior, B: Employer perspective, E: Employee perspective)

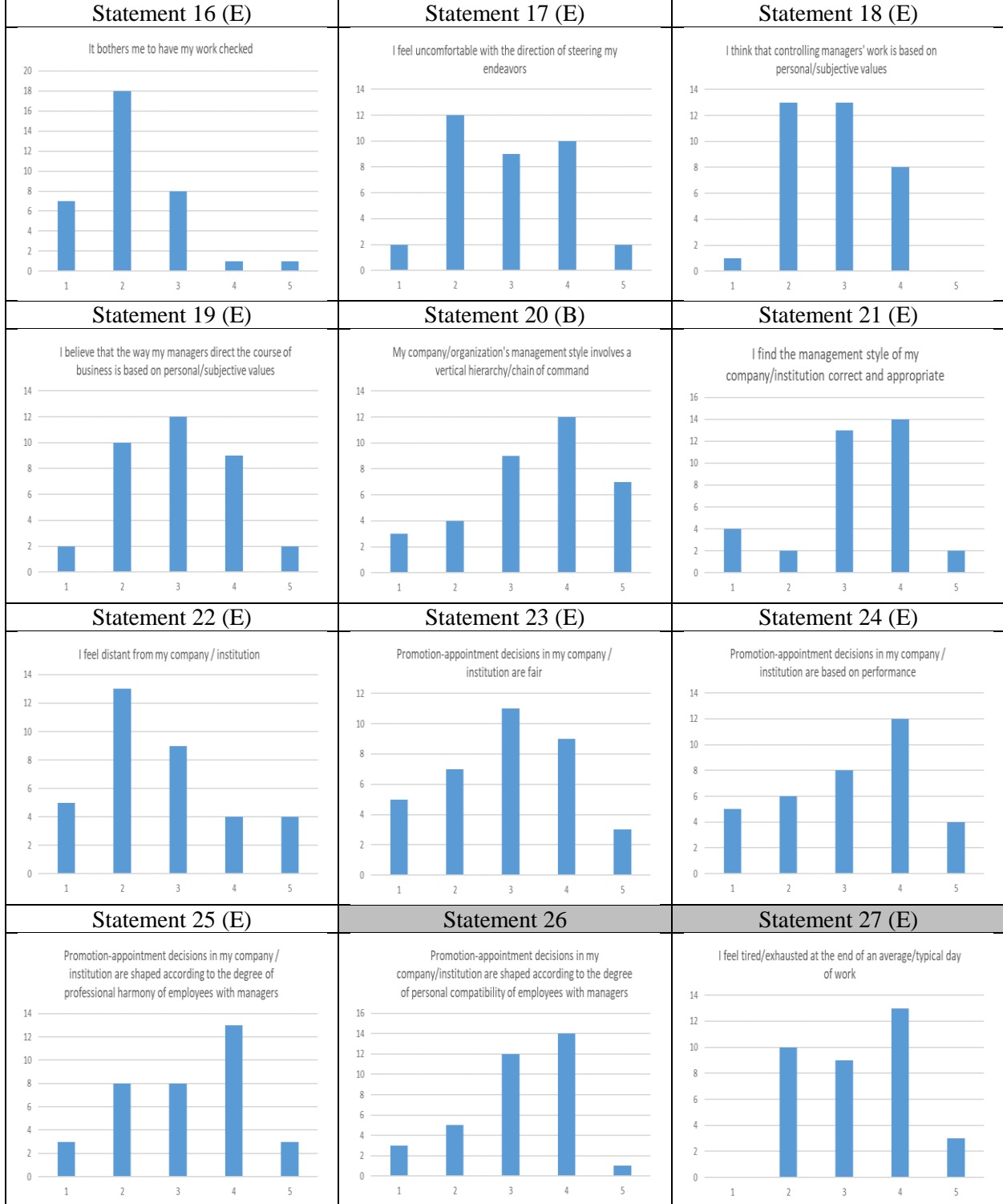
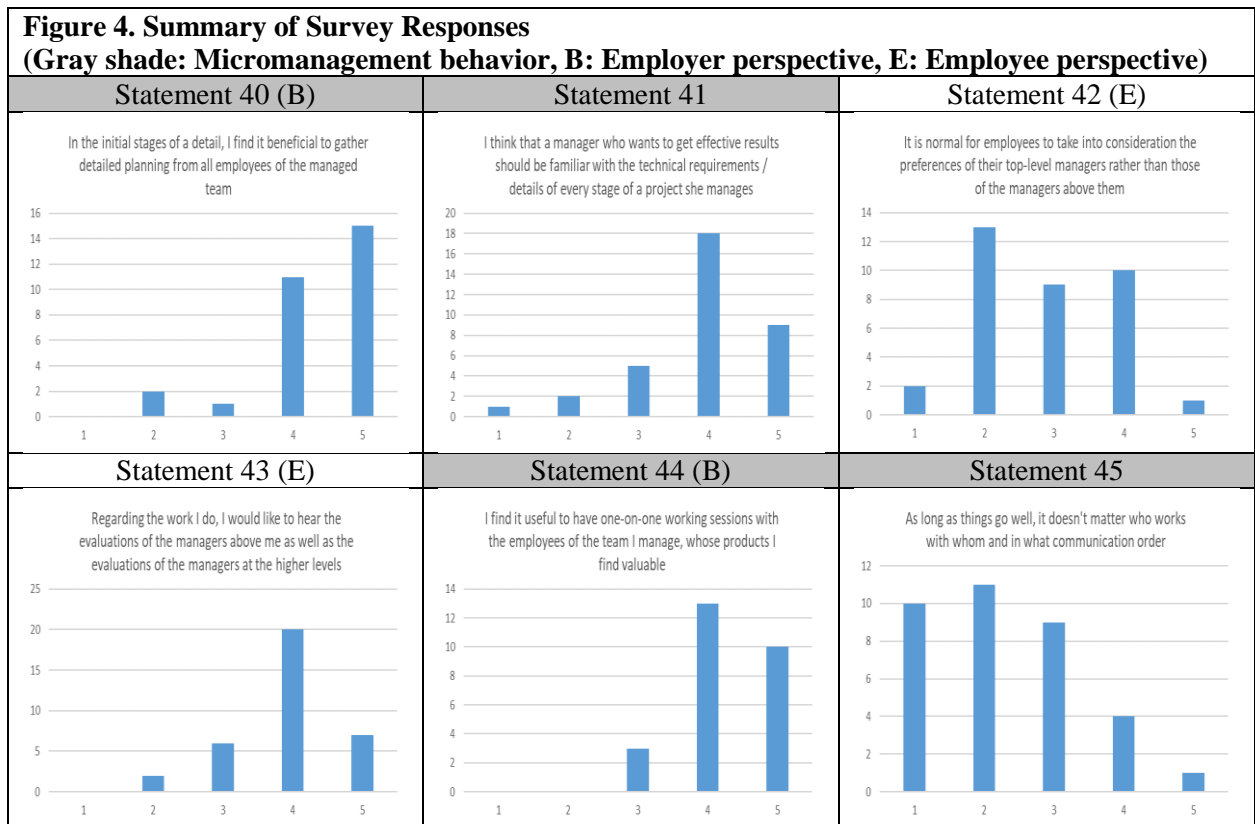


Figure 4. Summary of Survey Responses
(Gray shade: Micromanagement behavior, B: Employer perspective, E: Employee perspective)





Preliminary Findings Out of the Pilot Data Set

Initially, we have extracted the questions that determine the micromanagement tendencies the most. We did this to be able to see which traits of micromanagement are the prevalent ones throughout the industry. The graph that shows the average responses to these questions are exhibited below.

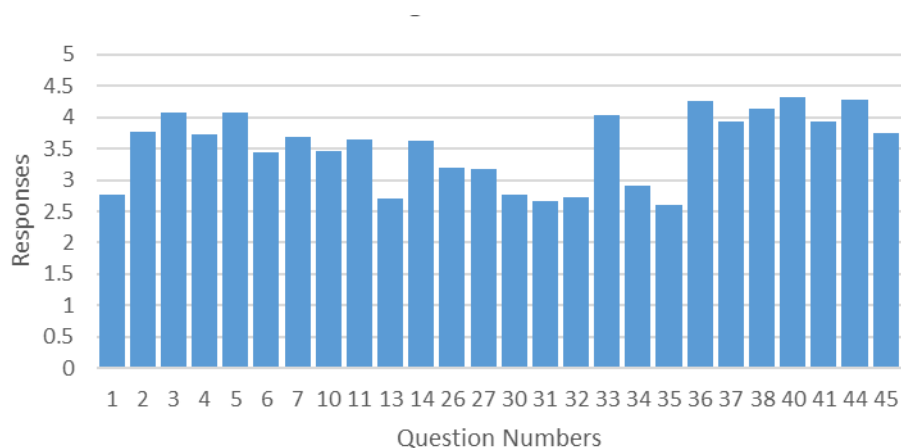


Figure 5. Average Micromanagement Tendencies

We can conclude from Figure 5 that Question 40 shows the highest “agree” response against the other chosen questions. It can be seen that Questions 36, 40 and 44 get the higher units than the other responses among the questions that determine micromanagement traits the most. For Question 40, in general it is

strongly agreed that the manager should gather detailed planning from everyone who is a member of that project in its first steps. For Question 36, the employees are confident in taking initiatives by doing their jobs. To analyze Question 41, we can say that even if it shows a micromanagement trait, it is not the strongest one to determine the behaviors of micromanagement. As to the Question 36, for it to show micromanagement tendencies, its average responses should at least be “I disagree” which corresponds to 2 in Likert Scale because micromanager does not let their employees to take their initiatives to solve a specific problem since the manager who carries excessive micromanagement tendencies is likely to say what they should do. However, the average responses are higher than 4 which is the opposite of the determination of micromanagement tendencies.

Furthermore, we have extracted the questions directed to different perspectives so that we would understand the role of the participants in their working life in our survey. Each of these perspectives show the questions related to employer/boss (B), employee (E) and solely demonstrate micromanagement tendencies (M). The graph below visualizes what we did analytically.

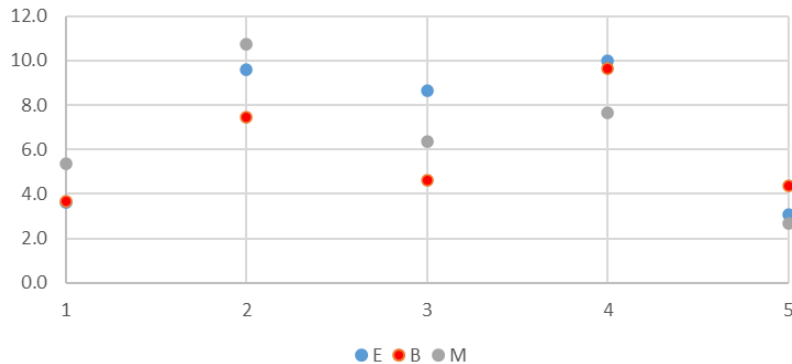


Figure 6. Employer, Employee and Micromanagement Tendencies

We can conclude that according to the markings on a Likert scale, “2” (disagree) is the measure marked by the most people from a micromanagement perspective. This can show that on average people do not explicitly show micromanagement traits. The lowest one for this perspective again is the scale “5” (strongly disagree). This again supports what we said above. Even if there is a micromanagement tendency, managers do not show it. As to analyzing the employers, it seems that they are more or less happy with their employees and they do not think that they show micromanagement tendencies since B is the highest for the scale “5” unlike the micromanagement perspective. From the employees’ perspective, the largest number of people answered the questions which are directed to the employees marked the scale “4” (agree). This can show that most of them are happy with their employers when we take the inverse of the ones that are negatively correlated with micromanagement tendencies.

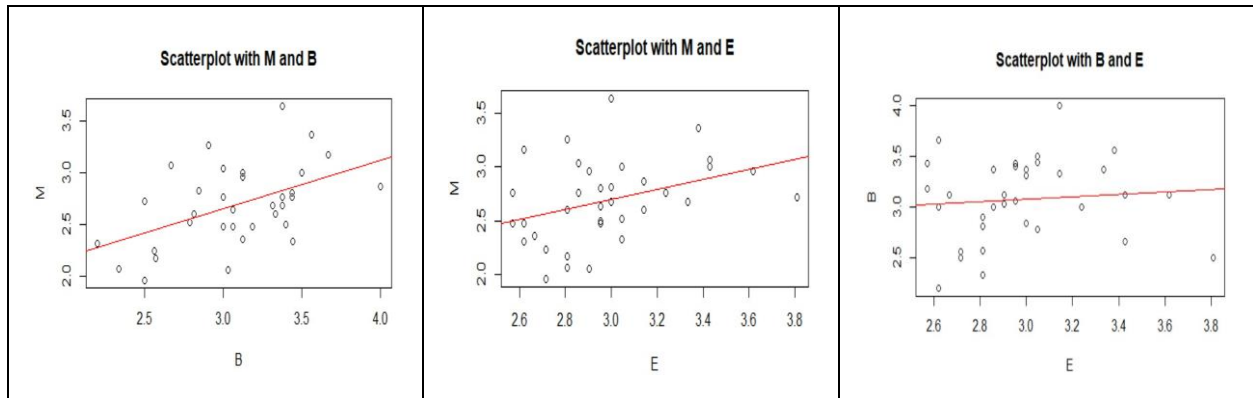


Figure 7. Relationships between Different Perspectives

We have also analyzed the data points regarding the perspectives again. We tried to demonstrate the relationship between micromanagement tendencies with managers' and employees' perspective, lastly, see the relationship between managers' and employees' perspective. One can conclude that according to the trend line, the relationship between micromanagement perspectives and managers' perspective (B) is more or less linear hence, there is a positive relationship between these two. It is approximately the same with employees' perspective (E), however, it is not that linear compared to the very right figure. Lastly, it shows the relationship between E and B which is not easy to deduce compared to the first two visuals (M and B, M and E) of Figure 7.

Furthermore, we have also analyzed measuring the controlling with these questions for the size of the company to be able to see to what extent the degree of controlling can increase depending on companies' sizes. Thus, the graph that analyzes this is displayed below.

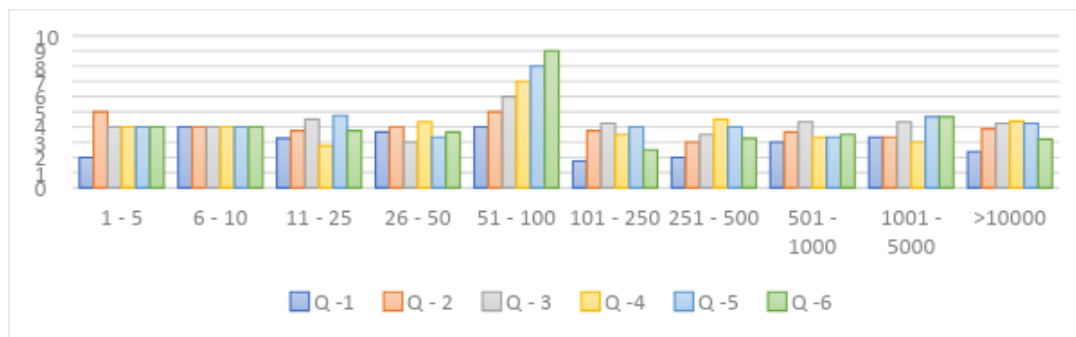


Figure 8. Overview of Q1 through Q6 in Relation to Company Size

According to Figure 8, we concluded that the companies which are founded lately tend to have lower employees or workers than the worldwide companies. Since they do not have lots of employees, they need to control the assignments of their workers more than the other companies because it is understandable that they might want to overcome the hardship of being new in the industry and grow faster to make more profit. Hence, the companies who have at most 100 employees tend to control the assignments of their employees more than the others among them. However, this might result in negative consequences for these companies to grow faster if the managers of them show micromanagement tendencies excessively.

We have focused on the analysis of controlling the workers' job is the crucial trait in micromanagement. From questions 1 through 6 which have similar questions are to measure how men and women are

controlling their employees' assignments that they are required to handle by their subordinates. Therefore, the graph below shows the average responses for these questions.

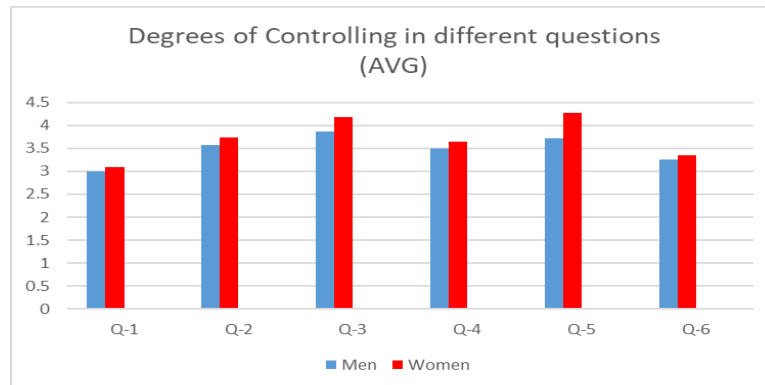


Figure 9. Overview of Q1 through Q6 in Relation to Gender

We concluded that on average, women in different sectors tend to control the job they assign to their employees more than men. However, it can be said that in Question 2, it shows that the manager relies on the job that their employees do which is one of the highest among the other questions. One of the other highest averages is by Question 3 which implies that the managers have to control the job they have given to their employees mandatorily. This might be because of the sector they are working at such as military services and health. As a result, it can be said that if the micromanagement tendencies are higher in the health industry and military service the excessive level of micromanagement can be acceptable in some scenarios. Also, as we can see from the graph the highest average among the others is Question 5 stating that managers check their employees work periodically/regularly which even shows micromanagement trait but not that direct compared to others. However, one can conclude that the jobs of employees are controlled even if they do not want to since there is a timeline determined for this.

In the literature, it is generally mentioned that if a manager in a company has micromanagement tendencies, then the employees tend not to go to work because of the burden of having excessive micromanagement. Hence, the graph below shows how many days the participants did not go to work in the last year and in 5 years without counting the days off.

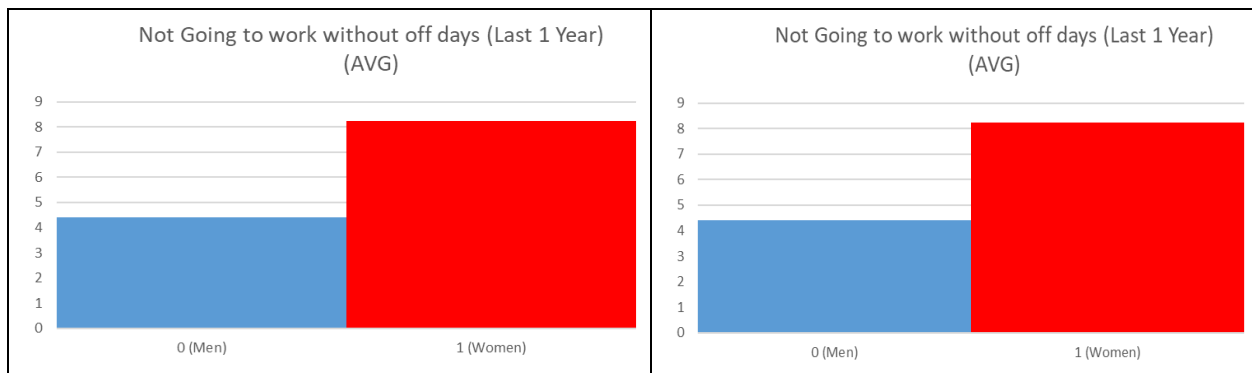


Figure 10. Absenteeism in Relation to Gender

We concluded between these two graphs that there is an interestingly noticeable increase in not going to work from the last 5 years to the last 1 year for both men and women. This might be because of the COVID outbreak since the period overlaps with the time frame we determined. It is known that during that

period approximately every sector had to work remotely. That can increase the level of micromanagement since it can cause inconsistencies in the working environment because of having to get used to working in a different platform as O'Connell (2020) also mentioned. It can be said that due to the increase in the traits of micromanagement mostly because of the outbreak, the workers can isolate themselves from their work. Also, some of the sectors are still working from remote environments. Since there is a big transition, that no one is used to. This can affect employee psychology negatively. Hence, these companies' production might be inefficient thereby, encountering lower profits.

Based on this preliminary analysis, we can conclude that since the main determinant of whether the survey is decent or not, the very left visualization of Figure 7 implies that the relationship between micromanagement and employers' perspective are positively correlated at least compared to the other two visuals. Hence, even if we have only the preliminary analysis for our survey, we reached what we needed with the low observation.

5. Concluding Remarks and Future Work

In this study, we have attempted to establish a demonstrative model of micromanagement and developed an empirical framework to measure/quantify it. The model of micromanagement that we have presented suggests that micromanagement stems mainly from the difference between the managers' and employees' valuations of managerial interventions. Micromanagement is found to be suboptimal and budget-ineffective.

The subsequently developed survey seems to have a good potential for large-scale use in a single workplace or across workplaces/economic sectors, waiting for academic cooperation of scholars. We believe that further and widespread use of the survey will help improve its measurement quality in the future.

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Appendix

Table A1. A Compilation of the Related Literature	
Authors, Year, Focus & Method	Data/Observation & Findings
Robert F. Wright, 1999 Employees' performance, (Psychology and Sociology) Hypothesis testing, estimation	120 medical sales representatives were mailed located in the northeastern USA, who have an experience in pharmaceutical and nutritional medical sales. The results suggested a strong correlation between the degree of micromanaging and autonomy, manager's GNS and autonomy and degree of micro managing and manager's GNS and a weak correlation between autonomy and job satisfaction, with the representative's GNS as an interactor. There was no correlation between competitive pressure and the degree of micro-managing or productivity and autonomy, with the representative's GNS as an interactor.
Rajkumar M., Ajay Venkataraman, Gayathri M., 2016 Overall functioning of organization, company (Economics and Management) Displaying hypotheses	Only propositions without any data. According to the hypotheses, micromanagement is positively and indirectly the source for workplace deviance can be substantiated since both disengagements, as well as work stress, arise as a consequence of micromanaging. The degree of influence of these concepts on deviance, however, is subjective to an employee's attitude, personality and performance. Similarly, the degree of impact of disengagement on work stress is debatable in all respects.
Namrata Mishra, M. Rajkumar, Rajiv Mishra, 2019 Reasons of micromanagement Only analysis	No data Micromanagement lowers down the growth and development of employees who are being micromanaged. It also obstructs the individuality of the team and its growth because of continuous interference of the leader.

Table A1. A Compilation of the Related Literature	
Authors, Year, Focus & Method	Data/Observation & Findings
Jie Li and Umer Khalid, 2015 Engineering management style Quantitative survey (questionnaire on Likert scale) and statistical analysis (Friedman Test, Mann-Whitney Test and Wilcoxon Signed Rank Test), (Mean rank)	Manufacturing firms, 5 of them responded among 25 of them. From these, 77 effective responses working mainly in China, Pakistan and Sweden, could be gathered. It is found that opinions of managers and subordinates are marginally different. On the other hand, both groups agree that they have the 3-5 symptoms, they display different symptoms. From subordinates' perspective, engineering managers are more insistent on regular reports and updates. Last three important symptoms and its significance are listed in order: Control and manipulation, excessive need for approvals, excessive control over methodology. Among these three, only excessive need for approvals is consistent with both groups (managers and subordinates).
Richard D., White Jr., 2010 Diagnosis, symptoms and cure (Psychology) LMX (Leader-Member Exchange) Theory or Vertical Dyad Linkage Theory	No data
Poornima M. and Kavitha S., 2017 Management and employees' psychology t-test, ANOVA with hypothesis testing (estimation) and percentage analysis for demographic details (descriptive research)	Companies among 100 BPO employees (rotational, night shift) (Voice and non-voice BPO employees) It is suggested that companies should reduce the effects of micromanaging behaviors towards BPO employees in order to increase the level of job satisfaction and performance of employees.
Olivier Serrat, 2011 Psychology Only description	No data
Brian O'Connell, 2020 COVID Only description	No data It is said that "If leaders are not prepared to manage remote teams, or if these teams do not have good communication and collaboration habits in place, the effects of this virus could disrupt team connectivity, morale and accountability."
Lauren Landry, 2020 Overall functioning of organizations (Management, economics and employees' psychology)	The survey consists of some employees. 59% of employees said they worked for micromanagers. 68% of them reported their morale decreased, 55% of them claimed their productivity decreased. What these tips do not mean is that you should dump all of your work onto your employees, or stop checking in and providing feedback. It's essential to establish clear communication channels and let your team know you're there when needed.
Petter Bergstrøm and Lars Peter Raknes, supervised by Arne Carlsen, 2016 Management in retail industry and Psychology Qualitative research by analyzing tone, body language and overall demeanor etc.	They were interested in a fast-food restaurant, a high-end fashion store and a children's clothing store. Hence, they cooperated with a company called Steen & Strøm which has lots of stores and helped researchers arrange interviews with these high performing companies. There were three examined managers via email. After the conducted practices, it is found that Grandiose attention to details, affirmation of completion of tasks, testing and surveillance of their employees and an immense degree of control was identified in all instances. Even though these managers are control freaks, they pay equal attention to their employees' happiness, their job satisfaction and development and knowledge sharing. Likewise, subordinates also admire and respect their managers despite the fact that they have been excessively controlled and required daily updates and reports.
Eric Barton, 2017 Management, skilled employees Only description and characterization	No data
Alexia Elejalde-Ruiz, 2016 Health issues (engaging in empirical research conducted by different studies) Wisconsin Longitudinal Survey	Mentioned a study from University's Kelley School of Business which includes its research of 2363 Wisconsin residents in their 60s over a seven-year period. It is found that highly demanding jobs with a little control over their work were 15.4% more likely to die during their studies compared to less demanding ones. While high demanding jobs with high degree of control were 34% less likely to die compared to the less demanding jobs.
P. M. De Kock, J. A. Slabbert, 2003 Global economics, management Change readiness survey (semi-structured interviews)	Target population is an organization that employs approximately 30000 people. A total of three business units were identified. (In the Petrochemical industry) After the study, some of the findings are through the 15 questions asked to the interviewees, it is found that 74% (question 2) of the respondents indicated that vision has an inspirational value. Among 79% (question 3) of the respondents were unable to articulate that world-class in essence refers to a business organization's ability to operate successfully and make profit in a global market. 26% (question 4) of the respondents indicate that the "roadmap" to achieve world-class status is not clear. 53% of the respondents indicated that strategic priorities and milestones are too general and not understandable.
Rebecca R. Kehoe, Patrick M. Wright, 2013 Employees' perception on HR practice and employee absenteeism CWC(M) mediation analysis-centered within context with reintroduction of the subtracted means at Level 2, research in	Large multi unit food service organizations' 56 self-contained business units which have 10 job categories. HR directors were asked to conduct a survey among 20% or more of their unit.

Table A1. A Compilation of the Related Literature	
Authors, Year, Focus & Method	Data/Observation & Findings
the SHRM literature (strategic human resource management), hypothesis testing	Perceptions of high-performance HR practice use at the job group level positively related to all dependent variables. They tend to remain at the organization if they have good HR practice. In that case, there would not be any employee absenteeism.
Albert Amankwaa, Olivia Anku-Tsede, 2015 Transformational leadership behaviors on employee turnover Cross-sectional, descriptive, correlational survey, multi-stage sampling approach, for hypothesis testing correlation, hierarchical regression	305 employees from banks in Ghana. Transformational leadership was found to be negatively correlated with employee turnover. However, the availability of job opportunities did not moderate the leadership-turnover intention connection. In the findings among the banks in Ghana, the leadership behaviors that focus on the needs of their subordinates mitigate the intention to quit the organization for other opportunities. It is concluded that transformational leadership behaviors should be employed more to address the turnover problem.
Amandip Singh Sidhu, 2012 Effects of micromanagement to a project manager Case study	Real life experience, Ray Saito (subject) who is a project manager of a multi-million-dollar project in a telecommunications firm. Micromanagement can be useful only in the short term. There are lots of good ways to lead teams to achieve long term goals. Depending on how much a team can handle the pressure, a micromanagement can be applied to this extent.
Rebecca Knight, 2015 Employees' psychology and management Case Study	1-Jordan Fliegel, the CEO of CoachUp 2-Mike Faith, founder and CEO of Headsets.com 1-He learned to deal with his micromanaging tendencies. 2-He concluded that micromanaging can be useful for leadership especially for training new hires. Being called as a micromanager prevented him from staying close to their employees at first.
Marci S. DeCaro, Neil B. Albert, Robin D. Thomas, Sian L. Beilock, 2011 Choking under pressure within skill failure, human psychology Distraction and Explicit Monitoring theories using several experiments	For 4 experiments the sample was different but they are all undergraduate students at US Midwestern University. Only difference between the experiments is the last one which conducts a study that focuses on right-handed undergraduate students from the same university. It is found that pressure to attain a particular outcome harms a skill which relies on working memory and attention but not skills less dependent on executive control.
Marilyn Ford, Jenny Morice, 2003 Micromanagement to overcome problems in group assignments (mostly in IT departments) Questionnaire, Fisher's Exact Probability 1-tailed test	2 final year classes in the School of Computing and Information Technology in Griffith University. Total 69 students were exposed to the questionnaire. Similar questionnaire was given to the staff members. It was found 16.7% of the staff "frequently" encountered problems when they had assigned groups. None of the staff members reported never having problems with group assignments even if some of them continue doing that. As for the students, 68% of them encountered problems. 47% of the students "frequently" encountered problems.
William Badger, Kenn Sullivan, Avi Wiesel, 2009 Management	The observation of the survey has not been mentioned. It is found that 79% of employees indicated that they are micromanaged. Also, 67% of them considered changing their jobs due to being micromanaged.
Gauri Dhingra, 2015 Management-Boon or bane Analysis through mean and standard deviation	250 employees from 5 different companies (50 employees in each) It is found that the majority of employees stated that their managers are micromanagers. It is most generally a "Bane" for them. 80% of them are dissatisfied and neutral about being micromanaged. It is concluded that constant micromanagement is a result of low job satisfaction and reduction in their performance.
Feruzan Irani Williams, Lori Tribble, Paige S. Rutner et. al., 2021 IT employees' job satisfaction within micromanagement Management Control Systems models, LMX theory, Job Characteristics model (for description) Hypothesis testing, Partial Least Squares (PLS), bootstrapping technique	Survey was given to IT employees of a Fortune 100 companies, total of 225 employees, 168 responses were returned It is found that employees' level of trust against their managers' competence is negatively related to their perceptions of being micromanaged. Also, stronger perceptions of micromanagement are negatively related to feeling responsibility towards a task. Lastly, strong perceptions of micromanagement are negatively related to job satisfaction and organization commitment.
Ron Hampton, Alan J. Dubinsky, Steven J. Skinner, 1986 Leadership and retail salespeople's job-related outcomes Ordinary Least Squares (OLS), estimation	121 retail salespeople employed in a department store chain (5 outlets). Usable questionnaires were obtained from 116 people. It is found that a sales supervisor's leadership behavior is related to several job-related outcomes of retail salespeople. Consideration, when a supervisor is friendly, kind and considerate of subordinates. Initiating structure clearly shows what is expected from them. Lastly, reduces their stress by being considerate.
Steven H. Appelbaum, Giulio David Iaconi and Albert Matousek, 2007 Impact of deviant workplace behavior on organizations Only literature review	No data Some of the empirical findings in the literature suggests that it is imperative for employees to abide by corporate norms, procedures and policies in order to facilitate organizational goals. Once they fail to adhere to these rules they tend to deviate negatively and organizational integrity becomes vulnerable. To prevent this negative deviant behavior, they need to change these norms. (Adopt a specific organizational culture)
Kerry Fairbrother, James Warn, 2002 Management, employees' psychology GHQ test (screening test and represents an individual's subjective responses), Recursive path analysis (estimate)	7099 employees from 13 different occupations 100 naval officer trainees It is found that the workload, the quality of the social environment, lack of power, role ambiguity and certain behaviors of the leader are stressful for employees.

Table A1. A Compilation of the Related Literature	
Authors, Year, Focus & Method	Data/Observation & Findings
	The stress that these trainees encountered did not occur because of their harsh environment.
Hian Chye Koh, El'fred H. Y. Boh, 2001 Job satisfaction and management Dummy variables, multiple regression analysis	237 managers in Singapore It is found that a higher level of job satisfaction is linked with a higher level of top management support for ethical behavior. Organizational ethics is one the means through which corporate leaders can generate favorable job attitudes and organizational outcomes.
Maj Steven E. Pflanz, MC FS USAF, 2006 Military personnel's psychology Spearman p correlation, Mann-Whitney U test	809 military personnel 27.4% of them suffered from job stress which was related to impaired job performance, more days of missed work and poorer physical health and negative perceptions about the abilities of the supervisors and commanders.
Bennett J. Tepper, 2000 Consequences of abusive supervision Survey (Michigan Organizational Assessment Questionnaire), Confirmatory Factor Analysis (CFA), Logistic Regression Analysis	The first wave of the data collection is, two research assistants called 2415 residents of a medium-sized midwestern city using random-digit dialing Only 712 of which completed the survey. The second wave of the data collection was held six months after the first wave. 362 of the participants who participated in the first wave completed the second wave. The results of this study suggest that subordinates' experiences of injustice explain many of the reactions to abusive supervision. Some of its consequences are pronounced more among subordinates who have less mobility in their jobs.
Andrew Crouch, Phillip Yetton, 1988 Manager friendliness and its levels against subordinates. Log-linear modeling to test hypotheses (estimation), Vroom-Yetton Model	Among 78 management groups comprising 323 subordinate-manager dyads, Australian middle and senior level managers and their subordinates. This study suggests that managers sustain different relationships with subordinates depending on the level of subordinate performance. Those who have high performance ratings have high task contact with their managers whose behavior is experienced as friendly.
Joseph Blase, 1999 Roles of principals on teachers' job satisfaction Open ended questionnaire	More than 800 teachers in the Southeastern, Mid-western, and Northwestern US. It is found that teachers build repertoires of flexible alternatives rather than collecting rigid teaching procedures and methods. Principals sometimes try to give feedback to teachers which was not considered as offensive by the teachers.
Eko Yi Liao, Hui Chun, 2015 Level of monitoring on employee innovation Study 1- Online questionnaire, CFA and EFA, Likert-type scale, hypothesis testing (estimation) Study 2- LMX theory, questionnaire, Akaike information criterion (AIC), hypothesis testing (estimation)	Study 1- 385 Chinese employees from various backgrounds. Study 2- Among 393 Supervisor-subordinate dyads from nine companies in Mainland China yielded 388 valid responses. Companies include manufacturing, banking, international trade and internet technology The results suggest that by choosing observational monitoring, supervisors may leave subordinates feeling restricted and less innovative. However, it is also found that supervisors can also choose more interactional monitoring that helps subordinates innovate.
Robert F. Wright, 2000 Avoiding micromanagement trap in the field of sales Only description	No data It is described that it is critical for a manager to be concerned with the results that are achieved by a sales representative, not for the method as long as it complies with the ethics.
Issa Khoury, Antoine Tannous, 2020 Impacts of micromanagement on Banks' performance (management, economics, sociology) Cronbach Alpha test, hypotheses testing using Chi-square and Spearman's correlation analysis test	Interviews with 10 bank's managers to give weight for each variable than from surveys distributed to 228 employees that occupy different positions in the bank. It is found that although micromanagement is regarded as bad management and negatively affects the banks, there are some leadership skills that do not harm proving that every work environment needs to have an adjusted leadership style that fits best into the environment. Even banks which have a specific work environment did not recommend micromanagement.
Ibrahim Limon, Umit Dilekci, 2021 Level of micromanagement for school principals (management, employees' psychology) Likert-type scale, EFA, CFA, correlation matrix, KMO value Bartlett sphericity test, t-test, goodness of fit	304 teachers for EFA, 353 teachers for CFA (two sample analysis)
Patrick K. Hetrick, 2008 Drafting community documents in the era of micromanagement (Law) Only description	No data Complex, lengthy, micromanaging legal language found in all documents related to the residential real estate sales transaction should be avoided. It confuses rather than clarifies issues in subsequent homeowner disputes. It creates a less democratic private governance structure and destroys communities. It is suggested that the drafts should be minimalist and meaningful rather than complex and with the micromanaging sense
Robert Hicks, 2021 How micromanagement is a toxic management style Only description	No data Micromanagers should abandon ways of working that are successful for them as individual contributors. They must give up control and learn to trust others.

Table A1. A Compilation of the Related Literature	
Authors, Year, Focus & Method	Data/Observation & Findings
Anuradha Mookerjee, Becky Li, Bhawana Arora et. al., 2022 Micromanagement in graduate medical education Only description	No data It is recommended that supervising attendings should tailor the level of micromanaging to the learner’s zone of competency, accountability and autonomy. Also, micromanagement can be explored in the healthcare literature to increase awareness and discover novel solutions.
Douglas Snow, Aimee Williamson, 2015 Micromanagement in budgeting in school districts Correlation analysis, CFA factor, multiple regression, Cronbach’s Alpha, hypothesis testing (estimation)	Members of the Massachusetts Association of School Business officials and from Massachusetts Department of elementary and secondary education data banks. The majority of school districts in the cross-section micromanage the position and transfer control functions.
Maj. Justin T. Deleon, Paolo G. Tripodi, 2022 Micromanagement in military Only military review	No data It is found that if the Army hopes to attain success on the contemporary battlefield, micromanagement at all levels should cease.
Christopher J. Lamb, 2020 Micromanagement in US military (differing through years with specific events) Only observation	No data
Timothy J. McKeown, 2005 Presidential micromanagement Only description	No data It is found that aside from the possible requirement to do so in order to comply with congressionally mandated aid restrictions and their accompanying presidential waiver clauses, the impetus for such attention to detail can be found in the high perceived marginal costs of over- or under-budgeting aid expenditures. Too high an expenditure would create a balance of payments problem; too low an expenditure would lead to a foreign-policy problem.
Kenneth R. Mayer, 1993 Congressional micromanagement in the department of defense Only description	No data The discussions of congressional treatment of the defense budget end with the members spending more time and attention on policy oversight and less on micromanagement. Delegating power to DoD is a necessary part of any reform proposal that reduces congressional tinkering. It reflects congressional dissatisfaction with a defense budget process that generally excludes congressional participation in decisions on the strategic issues. Therefore, because of this separation of power might occur.
Solomon Ubani, Rodney Nielsen, 2021 Micromanagement in pair work. Error analysis, fine-tuned BERT model	42820 utterances from three course assignments involving 32 pair programmers, computer science graduates in remote environments. It is found that by using Intelligent Tutoring Systems for Collaborative Learning (ITS4CL) in order to detect micromanagement behavior and avoid students micromanaging their partners.