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# Insights



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## RECTOR'S MESSAGE



A heartiest congratulation is extended to the Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani, on the publication of the seventh volume of FBM Insights.

This most recent volume of FBM Insights covers 25 emerging issues related to microcredit, micromanagement, marketing, consumer behaviour, social media, disability, dark tourism, and food security. This compilation demonstrates UiTM Cawangan Kedah's commitment to disseminate business-related information and relevant content to a wider audience.

I believe that this bulletin is an apt platform for members of the Faculty of Business and Management to produce more academic materials which can benefit the faculty members themselves and also other people at large. Such an initiative is indeed laudable since as academicians, writing to share information is definitely crucial to our personal and professional development.

Again, I would like to congratulate the Faculty of Business and Management and all individuals involved in the publication of FBM Insights volume 7. May FBM Insights continue to grow from strength to strength in the future.

Sincerely,

Prof. Dr. Roshima Haji Said  
Rector  
Universiti Teknologi MARA (UiTM)  
Cawangan Kedah

## FROM THE DESK OF THE HEAD OF FACULTY



Assalamualaikum w.b.t

Welcome to the 7th Edition of FBM Insights 2023. This edition presents 25 articles by the academics of Faculty of Business and Management UiTM Kedah Campus. The topics involved a broad range of business and management knowledge, including matters relating to Covid 19, entrepreneurship, microfinance, and gold investing. Congratulations to all authors for your endless support and valuable contribution to the newsletter.

FBM Insights was created in the year 2020 with the aspiration to inculcate the scholarly writing culture among FBM UiTM Kedah's lecturers. Thank you to the Almighty, this bulletin still receives a positive response for each of its editions. It is our hope this continues and that FBM Insights will one day progress to another level.

Publish or perish, one phrase that all academics must embrace. The importance of academic publication is evident when it is included in several of the university's Key Performance Index (KPI). We need to strive to produce scholarly work. I hope FBM Insights can become a small steppingstone for all FBM academics of UiTM Kedah, in our efforts to improve our publications numbers.

Congratulations again to all authors. Heartiest congratulations to the bulletin's editorial board who worked hard in making FBM Insights what it is today. I wish everyone the best and keep up the excellent work.

Dr. Yanti Aspha Ameira Mustapha  
FBM Insights Advisor

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# **MICROMANAGEMENT – IMPACT ON EMPLOYEES AND ORGANIZATIONS**

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## **WHAT IS MICROMANAGEMENT?**

Micromanagement is a management style where the leader makes all the decisions or gives the final say (MasterClass, 2022). A manager who leads and practices this management style is a leader or manager who provides excessive supervision to employees.

A micromanager would tell and instruct employees on the task that needs to be accomplished and how and when the task needs to be completed (Kashyap, 2020). All instructions are given in detail and are very structured. Employees are to follow and abide by the instructions closely. Micromanagers would also monitor and check the progress of the work constantly.

In certain situations, the management style may benefit the organization. Nevertheless, the style has always been associated with negative feedback among employees.

## **IMPACT ON EMPLOYEES AND THE ORGANIZATION**

As mentioned above, the management style of micromanagement, which monitors employees' work extensively, tends to forbid and limit employees from being independent in their work. The reason is that micromanagers would monitor all the steps closely. Many would associate micromanaging with negative behavior, as it tends to control every situation. However, it also has its positive side.

For an organization, having a leader who implements micromanagement is an advantage for the organization, as a micromanager has an eye for detail. The micromanager would ensure all tasks are done in detail and produce the best output. For new employees, micromanagers would have a clear direction and a controlling measure to ensure they can deliver good outstanding output like the manager. This situation creates a feeling of success, and new employees can complete the task as needed. It will also motivate new employees and increase their confidence to venture into a new task.

Micromanagers who constantly monitor their team would be highly engaged in their work (Angelovske, 2018). They would have high empathy toward their team as they understand the task and the challenges faced by the team. This situation creates high-performing teamwork and positive work relationship. Due to the close positive work relationship, micromanagers would be able to advise, guide, and prevent the team from making losses in completing their task.

A close relationship between the micromanager and the team would make the micromanager understand and know the team or employees better. Micromanagers would know the ability and skills of each employee. The knowledge would allow them to delegate tasks, work effectively and determine work that fits the employee's capability at the right time.

However, being a manager who is constantly on the back of employees would make them feel uneasy, as they may feel that the micromanager has a lack of trust in them (Jacques, n.d.). The feeling of a lack of trust would lead to a loss of motivation and an increase in job

dissatisfaction. One needs to understand that trust is a mutual emotion, and employees would trust the manager only if the manager trusts them (Barman., 2022).

In addition, quality employees or go-getter attitude employees do not perform well under micromanagers, as micromanagers create an unsafe and unwelcoming workplace atmosphere. Employees' abilities and skills are not being put forward and appreciated for the growth of the organization. This situation would reduce employee engagement and may create deviant behaviors instead (Kashyap, 2020).

Micromanagement also limits employees' ability to be creative and innovative at work. Limiting empowerment at work and denying employees' creativity would limit innovation for improvement as well as the business growth of the organization.

All of the above would create a feeling of dissatisfaction and demotivation among employees. One after another, it would change the employee's behavior from being a go-getter to a laid-back person who only follows instructions. You will also witness employees who were once energetic and willing to go the extra mile for their organization turn into employees who are very punctual when leaving the office at the end of the day and also employees who would remain silent through the 8 hours of work. This unproductive working environment needs to be avoided should the organization wish to sustain itself in the industry.

### **QUESTION: HOW DO YOU KNOW IF YOU ARE A MICROMANAGER?**

Some managers deny they are practicing micromanagement. If you have employees who avoid talking to you, or you have problems delegating work to your employees, you may be practicing micromanagement. Besides that, if you are a manager who tends to criticize employees' work more often than give recognition, you may also be practicing micromanagement (Barman., 2022).

In certain situations, managers are unaware they are practicing micromanagement when managing their team in their day-to-day work. Some may feel that constantly checking on the employee would ensure 100% success, thus avoiding failure. They would then conclude that micromanaging is the best practice. However, they fail to see the effects of micromanagement in the long run.

### **SO, IS MICROMANAGEMENT GOOD OR BAD?**

It depends on the objective of the management style and to whom the management style is practiced. If the answer is so that it can be used as a guide to managing new employees or as a guide to critical work in which the organization cannot afford to make mistakes, then micromanagement could be practiced. However, if it is merely a day-to-day managing style, then the management style needs to be changed to a more macromanagement style.



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