

**UNIVERSITI TEKNOLOGI MARA**

**THE IMPACT OF MICROMANAGERS'  
ATTRIBUTES ON  
EMPLOYEES' PERFORMANCE**

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## **ABSTRACT**

In an organisation, the leadership style of a leader is depending on the personality of the leader and their followers. This study discusses one leadership style which is micromanagement where micro-management is not widely covered as Macro-management hence the research is to add on to the micromanagement research information. Many employees do not realise they have been micromanaged by a micromanager due to the lack of awareness about micromanagement. Micromanagement is a type of management whereby the leader is considered as a 'dictator leader', meaning that the leader controls the success and failure of an organisation and everything within it such as the employees. Prior studies on micromanagement often associated micromanagement with negative connotations and only few scholars believed micromanagement has a bright side. Thus, this study is carried out to find the relationship between the micromanager attributes and the employees' performance and also to determine the impact of micromanager attributes towards the employees' performance. The attributes of micromanagement in this study are namely the attention to detail, controlling, inflexible about rules and fear of failures. The data needed was collected using a questionnaire and the measurement was established based on prior literature discussed in this study. A total of 300 respondents who worked in Experian (Malaysia) Sdn. Bhd. are involved in this study. The finding reveals that there is a positive significant relationship between the controlling, inflexible about rules and procedures and fear of failures attributes towards the employees' performance while the attention to details attributes showed no significant relationship towards the employees' performance. Next, the finding shows that the micromanager attribute of being inflexible about rules and procedure ranked first, controlling attributes ranked second, attention to details ranked third and fear of failures ranked fourth in terms of significance on employees' performance. Hence, the finding of this study provides results regarding the relationship between the micromanager attributes, employees and its impacts.

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# TABLE OF CONTENTS

	<b>Page</b>
<b>EXAMINATION CERTIFICATE</b>	<b>ii</b>
<b>AUTHOR’S DECLARATION</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF TABLES</b>	<b>ix</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xii</b>
 <b>CHAPTER ONE: INTRODUCTION</b>	 <b>1</b>
1.1 Preamble	1
1.2 Research Background	1
1.3 Problem Statement	3
1.4 Research Questions	6
1.5 Research Objectives	6
1.6 Scope of Study	6
1.7 Significance of Study	7
1.8 Definition of Terms	10
1.9 Chapter Layout	15
1.10 Chapter Summary	17
 <b>CHAPTER TWO: LITERATURE REVIEW</b>	 <b>18</b>
2.1 Introduction	18
2.2 Overview of Micromanagement	18
2.3 Employee Performance	22
2.4 Micromanagers Attributes and Employee Performance	24
2.5 Underpinning Theory	35

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Preamble**

This chapter contains the background of the study which is the impact of micromanager attributes on employees' performance. This study has highlighted the attributes of micromanagers that have been identified through literature reviews from previous scholars where the attributes are classified into four attributes namely attention to detail, controlling, inflexible about rules and procedures and fear of failures. These attributes are often viewed as a negative image towards the micromanagers based on previous studies. Therefore, this study is intended to identify whether the above mentioned attributes are able to generate any positive impact towards the employees' performance or will result in the same outcome as previous studies. The presentation of this chapter commences with the background of the study and its problem statement, followed by the research objectives and research questions, the scope of the research as well as the definition of terms and concepts.

### **1.2 Research Background**

The first impression that people have about micromanagement is it often being associated with negative images, whereby many researches that have been conducted in the past mentioned that micromanagement is a bad management approach and it is a negative leadership style that only do harm rather than good. However, despite the negativity that is associated with micromanagement, almost 79% of workers have the experience being micromanaged by their current manager or the previous manager (Chamber, 2004). Hence, this study attempts to view the four attributes of micromanagers to determine whether the micromanagers are able to produce positive impacts towards the employees' performance or otherwise.

Micromanagement is a type of management that is excessive, unwanted, counterproductive interferences and disruption of people (Chamber, 2004). According to Chamber (2004), the leadership shown in the micromanagement style is a poor form of leadership that consists plenty of rules and regulations that constraint the performance of the employees. Micromanagement is often being presented as a disease