

POSITIVE AND NEGATIVE SIDES OF MICROMANAGEMENT

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Abstract: The role of employees as a vital component of any organization cannot be overstated. The workforce represents a pivotal element within any organizational structure. During the implementation of managerial processes, the organization of personnel, the establishment of a structured framework, the formulation of a comprehensive plan, and the execution of operational activities, it is of paramount importance to ensure the well-being and direction of employees, with a particular emphasis on their satisfaction during their working hours.

The manner in which they are managed is of paramount importance for the organization's future. This is because the quality of management can either facilitate the growth and prosperity of the organization or lead to its demise. If this is not managed in an appropriate manner, the only party to suffer is the organization itself. The manner in which employees are managed is of great consequence for an organization; thus, those individuals who are appointed to managerial roles should exercise caution when delegating tasks and, more importantly, when determining the manner in which they will conduct themselves within the organization. The style of the individual appointed to manage is of great consequence. Each manager employs a distinct approach to work and employee management. In this instance, we will focus on micromanagement as a management style.

The term "micromanagement" has gained particular attention in recent years within the field of management studies. The presence of micromanagement can be observed in organizations that employ a significant number of intelligent, dedicated, and sensitive managers with higher education qualifications. The practice of micromanagement as a self-management style is associated with a range of negative implications. Prior research findings suggest that individuals within organizational contexts tend to hold negative attitudes towards this approach to management. Such individuals perceive micromanagers to be a significant contributor to a reduction in their productivity, well-being, and morale. The majority of employees tend to avoid this style of management and often perceive it as toxic. The aforementioned management style is characterized by excessive control and supervision, which inevitably leads to stressful situations for the employee and ultimately hinders the completion of tasks. This approach to management has gained particular traction in the context of a significant increase in the number of individuals who have the option of working from home. The dearth of trust that managers have in their employees, coupled with the absence of physical presence in the organization's premises, has led to an intensification of managerial supervision and control, accompanied by heightened pressure to regulate the tasks performed and the pace of their completion.

Keywords: management, micromanagement, organization, employees,

1. WHAT IS MANAGEMENT AND MANAGER

The management of an organization is of paramount importance. The efficacy and productivity of the organization are contingent upon the efficacy of its management. The role of management is ubiquitous across all organizational structures, irrespective of the enterprise's size. The success of the organization is contingent upon the individual's presence and the fulfillment of the established objectives. One generally accepted definition of management is that it is a part of microeconomics. The engagement of some individuals inevitably gives rise to a desire to organize and lead another group of people. Ultimately, these individuals must effectively and efficiently realize the process within the organization itself. The role of a manager is to facilitate collaboration and direction among individuals in order to achieve the organization's objectives. The manager is responsible for planning, organizing, controlling, motivating, and managing the human resources within the organization. The duties and responsibilities of a manager are consistent regardless of the level at which they are situated within the organizational hierarchy, whether at the top, middle, or lower levels. Furthermore, those aspiring to a managerial role must possess a range of essential competencies, including technical, human, conceptual, communication, analytical, decision-making, and control abilities. One of the most crucial aspects of organizational management is the effective management of human resources. It is concerned with the manner in which organizations oversee the employment of their personnel and the methods by which they encourage and facilitate the advancement and enhancement of their employees. The responsibilities of these managers are significant. The role of the human resources department is to plan, recruit, and select personnel; to guide and manage employees through the process; to provide appropriate training; and to award appropriate rewards and benefits to those who merit them. In essence, it is the role of the manager to facilitate the advancement and prosperity of their employees. Each manager employs a distinct approach to organizational management. In this discussion, we will examine micromanagement as a specific style of organizational management.

2. WHAT IS MICROMANAGEMENT

The term "micromanagement" is used to describe a management style that has gained particular prominence in recent years. The term "micromanagement" is used to describe a management style that is characterized by excessive control, supervision, monitoring, intervention, precision, delegation, and adherence to work procedures. Additionally, this style is often associated with resistance to innovation. A micromanager is defined as a manager who exerts significant influence and involvement in the affairs, decisions, and responsibilities of their employees. The term "micromanagement" is defined in numerous ways, but what is crucial to understand is that it represents a specific model of managerial behavior. This model is characterized by excessive supervision and control of processes and employees, as well as limitations in the delegation of tasks and decisions to individuals within the organization. This management approach is evidenced by the degree of involvement of the manager in all aspects of the project, task, or responsibility. It oversees and directs the actions of others, establishes the standards and procedures to be followed, and intervenes frequently to guarantee compliance with the desired approach. In organizations where micromanagement is prevalent, the micromanager is typically the individual who independently determines and delegates the entire process, and ultimately makes decisions of significant consequence to the organization. The terms "micromanagement" and "micromanager" are often used in a pejorative manner, emphasizing the deficiencies and adverse consequences associated with this managerial approach. In addition to the negative aspects, it is important to acknowledge some of the positive characteristics that emerge from this style of management. The positive aspects of micromanagement include precision, quality, and urgency in problem-solving. However, it is the negative implications that warrant particular attention, as they lead to a reduction in productivity, well-being, creativity, and employee development. Subsequently, we will examine the positive and negative aspects of micromanagement in greater detail.

3. SIGNS OF MICROMANAGEMENT

The phenomenon of micromanagement can be observed in various manifestations and behaviors exhibited by managers. However, despite these differences, there are certain tendencies that are commonly observed among individuals who engage in micromanagement. As previously stated, these tendencies manifest as an overarching control over the actions of employees. In essence, the role of a manager is to oversee the management and leadership of the organization. Specifically, managers are responsible for providing direction and establishing goals with the objective of promoting the prosperity of the organization. The term "management" is defined as the delegation of responsibilities to subordinates, while the manager's involvement in the minutiae of task completion is limited. This is why micromanagement is regarded as a distinct form of management. Micromanagers typically allow minimal autonomy and freedom for employees in decision-making processes. In the process of delegating responsibilities, the micromanager is inclined to seek frequent feedback regarding the extent to which the project has been implemented and the progress made on a specific task. They request updates on the progress of the task and maintain constant monitoring of the project. Furthermore, they request inclusion in email communications that are not of significant importance, yet still enable them to remain apprised of the progress made on the task. The management structure is centralized, with no decision-making authority delegated from a lower hierarchical level. This style of management entails the implementation of clearly delineated rules, prototypes, and procedures that have been predetermined and are therefore unchanging. It is not uncommon for micromanagers to fail to consider the actual conditions, workload, and abilities of their employees. The imposition of unattainable objectives and tasks, coupled with the exertion of undue pressure to achieve them by an inflexible deadline, gives rise to an environment of undue stress within the organization. The consequence of this style of management is a lack of employee satisfaction, diminished motivation, exhaustion, and a reduction in morale. This style of management exerts undue pressure on employees, who are only able to withstand such demands in the short term. The long-term effects of micromanaging are particularly detrimental. It can lead to employee resistance and, ultimately, to a decline in job satisfaction and an increase in turnover. It is commonly accepted that a high staff turnover rate is indicative of a negative reputation, both for the individual in a managerial position who displays micromanaging tendencies and for the company as a whole. Those employees who are able to discern the initial indications of micromanaging are best positioned to respond to it. It is recommended that employees who perceive their managers to exhibit characteristics of micromanagement, or if there is a higher hierarchical level where the same can be reported, take the initiative to bring this to the attention of the appropriate authority. Such an indication may prompt the micromanager to become aware of his inappropriate behavior, thereby providing an opportunity for correction and, ultimately, the overcoming of this type of behavior. Accordingly, the initial indicator should be the most pivotal stakeholders in the organization, namely the employees. It is incumbent upon them to react promptly and effectively to prevent the emergence and development of micromanagement. It is unfortunate that research indicates that the majority of employees lack the courage to make such a move. They remain silent, and the only action they take is to

leave the workplace without providing an explanation of the reasons for their departure. This is the reason why there is an increasing prevalence of micromanagers who are challenging to work with.

Signs through which we can determine the presence of micromanagement:

- ✓ *Micromanagers avoid delegation.*
These individuals demonstrate a high level of self-confidence and a conviction that their abilities are unparalleled. It is therefore unsurprising that they become overburdened by this and consequently produce work of a lower quality. Each employee possesses unique attributes and competencies that align with their respective roles. It is, therefore, essential to allocate responsibilities in a manner that aligns with the qualifications and expertise of the employees.
- ✓ *Micromanagers are inclined to become involved in every aspect of a project, often delving into minutiae.* It has been demonstrated that the excessive observation of employees, whether direct or indirect, can have a detrimental impact on the psychological well-being of the employee. Such monitoring impairs concentration and the ability to perform tasks without hindrance.
- ✓ *Micromanagers require constant feedback*
Furthermore, the practice of providing reports on daily activities, weekly reports, and information on the status of the given project represents another key indicator of micromanagement. In the event that such work is present, it is imperative to identify and address the presence of a micromanager. By assigning tasks in this manner, the micromanager unnecessarily diverts the employee's time and impairs their efficiency and effectiveness. This approach diverts focus from the essential tasks and responsibilities.
- ✓ *Micromanagers demand to be included in every communication*
We often hear from our managers, include me in email communication. This is also a sign of their toxic management, demanding that they do not miss any segment of the activities. This highlights their fear of making decisions without their involvement.
- ✓ *Micromanagers never show satisfaction from their employees*
In the course of their work, micromanagers tend to focus on identifying shortcomings and mistakes in their employees' performance. Such individuals frequently reiterate the same points, operating under the assumption that this approach will facilitate improvement and growth. Such behavior typically has adverse consequences, as constant criticism is an ineffective motivational strategy for employees.
- ✓ *Micromanagers discourage independent action*
These managers do not give space for self-initiative, creativity and discourage employees in their own actions. The constant control and the constant indication of what and how to complete, stifle the possibility of highlighting employees, discovering their ideas and possible solutions. This is the reason why employees become frustrated and often leave their workplace. The initial employment of a certain profile means respecting his expertise and knowledge. Micromanaging denies the qualified person and deprives him of the right to make new decisions and solutions.

Steve Jobs said, "There's no point in hiring smart people and telling them what to do; we hire smart people to tell us what to do."

It is crucial for organizations to identify the presence of micromanagement, which serves as a fundamental precursor to the implementation of efficacious measures for its overcoming. Each of us has been part of an organization where there is micromanagement and we can safely say that it is a scenario that we want to avoid. The same thing makes us demotivated and causes unnecessary stress, therefore, it is good to "turn on the alarm" and if there is an opportunity and space, to overcome it.

4. POSITIVE AND NEGATIVE ASPECTS OF MICROMANAGEMENT

In examining micromanagement as a managerial approach, it is essential to consider the duality of its implications, both positive and negative. At the outset, this style is typically regarded with a negative connotation, given its defining characteristics. However, it is imperative to acknowledge the positive aspects that it offers. The following aspects may be considered positive:

- Working with a micromanager gives the impression that the manager himself takes care of his employees and the work itself. In the absence of micromanagement, employees sometimes have the feeling that no one cares about the work, there is no one to provide direction, support or feedback on the work done;
- Micromanagement can be especially positive for new employees and their implementation in the organization. The initial familiarization with the company's processes and way of working is very important for newly hired persons and micromanagers are beneficial for them
- In the event of an issue, a solution would be reached more expeditiously, as the manager is intimately acquainted with the work and can offer a comprehensive understanding of the problem.

- Errors can be easily detected and reacted quickly without causing major problems. That's why employees are more free to carry out their tasks, knowing that the manager is there to control them. In addition, not every employee has enough potential and self-confidence to manage projects independently. Micromanagement is positive for them;
- Employees who work under the supervision of a micromanager are considered to have set high work standards. On a regular basis, they receive feedback on the way they have completed their work and always work towards their own improvement.

Regarding the negative characteristics, we would highlight the following:

- Micromanagement causes wastage of time. The micromanager "wastes" his employee's time, and at the same time he loses his own time. In addition, instead of focusing on their work, employees constantly explain and prove themselves about the completed work. This affects the productivity of both the employee and the organization as a whole
- Employee dissatisfaction. If a dose of micromanagement can be positive and make a contribution, however, constant micromanagement contributes to employee dissatisfaction, slowing down their growth, development and prosperity, destroying their potential and opportunity for growth. Failure to provide independence and deprivation of freedom during the implementation of activities demotivates and makes employees dissatisfied;
- Dissatisfaction of employees causes their constant fluctuation in the organization. Disgruntled employees leave. It contributes to investing in new investments, labor, training and time for the organization;
- Micromanagers are people who have a problem with trusting their employees. This is often referred to as unhealthy anxiety. They are considered anxious about delegating tasks and letting them be completely completed by someone else. For them it is stressful, unacceptable. They in no way free the team to work independently and complete the process independently;
- Micromanagers have the potential to focus on the wrong details that waste their time and the opportunity to focus on something more productive and something that will bring them a contribution in the future. The need for excessive control over every segment of work defocuses them from what is important.

5. THE INFLUENCE OF MICROMANAGEMENT ON THE ECONOMY AND ORGANIZATIONS

The consequences that micromanagement can have on an organization and the economy as a whole can be devastating. This type of management affects efficiency, sustainability and effectiveness. A substantial body of research demonstrates the direct and indirect consequences of micromanagement on the dynamics of business organizations. Micromanaging itself requires great control and subjectivity and contributes to defocus in the realization of tasks. The stability of companies is disturbed, they waste time and money on the constant search for new employees. Old employees lose them because they become defocused and frustrated with the way management is implemented, they leave because they lack autonomy. In addition to limiting their freedom, expression and creativity, organizational adaptability and competitiveness are reduced. All these aspects that contribute to the loss of workers disrupt the stability of organizations. Micromanagement also has an impact on the allocation of resources in organizations. One of the most important things in an organization is the strategic planning and organization of resources. Micromanagers put their focus on non-essential details and thereby defocus themselves from allocating important aspects. When a set goal is achieved, it is crucial to have effective planning, organization, and resource distribution in place. Failure to do so, can have a significantly detrimental impact on the company.

6. CONCLUSION

In conclusion, it can be stated that micromanagement has a significant impact on business operations. This management approach, which is becoming more prevalent within organisations, often has adverse consequences for them. Running a company and managing it are challenging tasks that require a high level of expertise and dedication. Furthermore, managers must be prepared to learn and adapt to the situations that arise during their work. A micromanagement style of management reflects poorly on employees and is therefore something that managers should work to overcome. Overcoming means willingness to accept mistakes, willingness to accept failure. Normally, employees should not be left alone during the entire process, but neither should there be excessive supervision. Overcoming micromanagement, or preventing its occurrence, initially begins with human resource managers. One of the most important tasks is the selection of staff who are suitable for the position and managers who know how to implement directions and goals in the organization. Sometimes the employees themselves are the reason why the manager changes his management style. The non-completion of tasks in an effective way, the delay

in the realization of tasks, the failure to provide adequate information, etc., are also reasons for the emergence of micromanagement. The manager is aware that the employees are not working with sufficient dedication and in a way that will enable prosperity within the organization. As a result, they are changing the style of their work. They begin by implementing a policy of constant control and supervision, as well as frequent requests for project updates. The root cause of micromanagement is the managers themselves. This is an unusual occurrence that can be attributed to an unsuitable appointment of a manager within an organisation. If the position is occupied by an individual with the requisite knowledge and experience, they will be able to effectively delegate responsibilities, allocate tasks, and evaluate which tasks should be assigned to whom. A good manager knows his employees and their qualities. In a company with a good manager-leader, there is no possibility of micromanagement. Finally, although we have listed a few positive features resulting from micromanagement, the overall picture is that the implications are mostly negative. It is in the best interest of the organizations themselves to avoid this type of management and, when it occurs, to work to overcome it. For an organization that aims to succeed and enhance its operations, micromanaging is counterproductive.

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