



## Micromanagement and Job Performance of Employee in Manufacturing Industry in Ogun State, Nigeria

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### Abstract

This paper considered micromanagement and Job Performance of Employees in the manufacturing industry in Ogun State, Nigeria. Micromanagement was considered on three dimensions of job performance (that is, altruism, conscientiousness and task performance). The study employed a descriptive research design. The population consists of all employees present in the services of Dangote Cement Ibesse in Ogun State, Nigeria. A sample of one hundred and ninety-eight (198) employees were randomly selected from the three divisions of Dangote Cement (i.e., thirty-three (33) each from Agrosack, Cement and Transport division), Ibesse. The main instrument adapted for data collection was a validated questionnaire for micromanagement tagged Construct and Validation of Micromanagement Questionnaire and Assessing Reliability and Validity of Job Performance Scale for job performance. Product moment correlation and multiple regression analyses were used in analyzing the data collected. The research result shows that there exists a positive relationship between Micromanagement and Job Performance (that is, Altruism, Conscientiousness and Task Performance). It was found that Micromanagement being a negatively loaded concept in management is not all bad if the concept is applied under certain conditions and circumstances. It was therefore recommended that the concept be fully understood by both managers and subordinates to ease the flow of operation in organizations.

**Keywords:** Micromanagement, Job Performance, Altruism, Conscientiousness, Task performance

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## 1. Introduction

Today, organizations work in exceptionally competitive and dynamic climates, in such circumstances, organizations search for people to lead their employees. Subsequently, the idea of authority draws in the spotlight that a few directors like to instruct and direct each assignment done by employees. The mentality of the time creates a feeling of instability and division among staff. This display of authority has been tagged micromanagement. It frequently incorporates arranging minor subtleties and causing the workers to fear of been noticed. (De-Caro, 2011).

Chambers (2009) characterizes micromanagement as the inordinate, undesirable, counterproductive impedance and disturbance of individuals or things. Knight (2015) describes a micromanager as a supervisor who lasers in on subtleties, likes to be on messages, and is infrequently happy with the collaboration. (Knight, 2015). Moreover,



Richard (2010) portrays a micromanager as the bothersome manager who second-surmises each choice an employee makes. He expresses that micromanager regularly grumble about text dimensions, screen messages, disappointing and dampening their subordinates. In addition, a micromanager needs to be in charge of everything, even the littlest of subtleties. This can harm the entire association, and over the long haul hazard the Company's intensity (Richard, 2010).

Micromanagement is about impedance and interruption, it happens when impact, association, and communication start to deduct esteem from individuals and cycles. It is the impression of improper obstruction in another person exercises, duties, dynamics, and authority. It can likewise be any movement that makes obstruction with measures, approaches, frameworks, and systems. Essentially, micromanagement is the extreme, undesirable, counterproductive impedance and interruption of individuals or things. Micromanaging might be gainful for associations where the impedance of supervisors might be important to improve efficiency. This might be because the workers might be unpracticed or unequipped for playing out the specific assignment. Nonetheless, in the present corporate world, such circumstances are profoundly far-fetched. Accordingly, such an authority style could be the truth to be told to prevent the advancement of the association overall. It likewise influences the representatives by separating them from their work and compressing them (Chamber, 2009).

Micromanager manages and controls employees closely. The method can have either positive or negative effects depending on the management style. Positively it will ensure maximum performance by employees which will, in turn, allow the business to achieve maximum performance. However, it may create a negative atmosphere for workers.

Micromanagement occurs when another manager puts across specific focuses like "I am in control" and "I just can bring out novel plans to the organization". Notwithstanding, this is not restricted to new directors as there are many 'fanatic micromanagers'. Such individuals watch things 'extra intently' as they are 'exceptionally certain' about their abilities and limits. Micromanagement has different measurements. It could go from examination to nonsensical demand of intermittent status reports. Even though status reports are a prerequisite and a need throughout the business, the quantum of subtleties and the recurrence at which it is looked for can establish micromanagement (Sulphey, 2019).

Micromanagement is an abstract term. There is a huge ill-defined situation between what one individual sees as obstruction and another sees as help and collaboration. Others see investment, direction, and cooperation, as interfering, control, and unreasonable control. There is a huge hole between the view of the micromanager and the micromanager (Robert, 2011).

Rozman, et.al. (2014) propounded three dimensions of job performance that is, altruism, conscientiousness and task performance. Altruism implies unbiased and concern for the prosperity of others. Altruism is the rule and moral act of concern for the satisfaction of other individuals or creatures, bringing about personal satisfaction both material and spiritual. Conscientiousness then again implies the nature of wishing to tackle one's job or obligation well and all together. Conscientiousness explained the personality characteristic of being cautious, or steady. It suggests a longing to do an undertaking admirably and to treat commitments to others appropriately. Task performance can be characterized as the adequacy with which work occupants perform exercises that add to the organization's specialized core either straight by carrying out a piece of its mechanical interaction or in a roundabout way by

furnishing it with required materials or administrations (Borman and Motowildo, 1993). These three dimensions were considered as factors of job performance in this investigation.

Micromanagement is a concept that has been developed over the year to control employees' attitudes, performance, productivity, and relationship. Mahswavi (2017) focused on how micromanagement causes depression and low morale for employees with little attention to their job performance. Sumi (2012) considered micromanagement on the performance of IT Professionals with no attention to other areas of commerce. Employees at all costs in the manufacturing sector wish to get the job done and meet the rushing needs of their products and services with little consideration to the effect of their leadership style on the employees and how it affects their attitude and performance. For better achievement of organisational goals and objectives, employers and employees need to be collaborative in their effort. Therefore, the study intends to measure the effect of micromanagement as a leadership style on the job performance of employees in manufacturing companies. Therefore, the study investigates the effect of micromanagement on the effective job performance of employees in an organization.

### **Research Hypotheses**

- H0<sub>1</sub>: There is no significant relationship between micromanagement and altruism among employees in Dangote Cement Plc. Ibese and Lafarge Cement Plc. Ewekoro
- H0<sub>2</sub>: Micromanagement has no significant contribution to conscientiousness among employees in Dangote Cement Plc. Ibese and Lafarge Cement Plc. Ewekoro
- H0<sub>3</sub>: There is no significant relationship between micromanagement and task performance among employees in Dangote Cement Plc. Ibese and Lafarge Cement Plc. Ewekoro.

## **2. Methodology**

A survey design was adopted for the study where a questionnaire was the instrument used to elicit information from the group. The target population consists of employees of Dangote Cement Plc, Ibese and Lafarge Cement Plc. Ewekoro Ogun State. For this study, a total number of 198 employees were selected randomly from the three functional areas of Dangote Cement Plc. Ibese and Lafarge Cement Plc. Ewekoro (i.e., Cement, Agro-Sack and Transportation). The sample size decision was based on Yamane (1967) sample size determination. The main instrument adapted for data collection was a validated questionnaire for micromanagement tagged Construct and Validation of Micromanagement Questionnaire by Sulphey and Upadhyay (2019) and Assessing Reliability and Validity of Job Performance Scale by Rosman, Azlah and Anwar (2014) for job performance. Product moment correlation and multiple regression analyses were used in analyzing the data collected. This was measured at a 0.05 level of significance.

## **3. Results and Discussion**

These results were presented using the analytical techniques of correlation and multiple regression. Pearson Correlation coefficient was used to determine the relationship between micromanagement and altruism and task performance, which are hypotheses one and three while hypotheses two micromanagement and conscientiousness were analysed using multiple regression.

Table 1

*Relationship between Micromanagement, Altruism and Task performance for hypotheses one and three*

		Micromanagement	Altruism	Task performance
Micromanagement	Pearson Correlation	1	.225*	.338**
	Sig. (2-tailed)		.225	.331
	N	198	198	198
Altruism	Pearson Correlation	.225*	1	.380**
	Sig. (2-tailed)	.225		.000
	N	198	198	198
Task Performance	Pearson Correlation	.338**	.380**	1
	Sig. (2-tailed)	.331	.000	
	N	198	198	198

Source: Researcher's Field Survey, 2020

The table above examines the relationship between micromanagement, altruism and task performance. Pearson Correlation coefficient was used to determine the correlation between altruism and task performance.

**Table 2**  
*Relationship between micromanagement and conscientiousness*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.249 <sup>a</sup>	.062	.052	1.687

Source: Researcher's Field Survey, 2020.

The table above determines the relationship between micromanagement and conscientiousness, the result indicates that there exists a weak positive relationship of 0.249.

Table 2.2

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	18.308	1	18.308	6.430	.113 <sup>b</sup>
	Residual	276.197	192	2.847		
	Total	294.505	195			

Source: Researcher's Field Survey, 2020

Table 2.3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.233	1.219		11.680	.000
	Micromanagement	.105	.041	.249	2.536	.113

Source: Researcher's Field Survey, 2020.

The first hypothesis was tested to show the relationship between micromanagement and altruism among employees in Dangote Cement Plc. Ibese and Lafarge Cement Plc. Ewekoro, using correlation analysis to test the relationship. The correlation coefficient is 0.225 with a p-value of 0.225, which indicates that the test is not significant because the p-value is greater than the significance value of 0.05. However, the null hypothesis is accepted, and we conclude



that there is no significant relationship between micromanagement and altruism. This is against Chamber (2009) findings that micromanagement may be beneficial for an organisation where interference of managers may be necessary.

The result of the analysis shows the contribution of micromanagement and altruism among employees of Dangote Cement Plc., Ibese and Lafarge Cement Plc. Ewekoro. The analysis shows a regression coefficient of 0.105 with a P-value of 0.113. This result suggests that for every unit increase in micromanagement there is a 10.5% unit increase in altruism. However, the p-value is greater than the significance level of 5%, hence the null hypothesis is accepted, and we concluded that micromanagement has no significant effect on altruism. This result supports the findings of De-Caro (2011) that micromanagement creates a sense of insecurity and disengagement among the employees of an organization.

The third hypothesis was tested to show the relationship between micromanagement and task performance using correlation analysis. The correlation coefficient is 0.338 with a p-value of 0.331, which indicates that the test is not significant because the p-value is greater than the significance value of 0.05. However, the null hypothesis is accepted, and we conclude that there is no significant relationship between micromanagement and task performance. This result is corroborating the findings of Richard (2010) that states that micromanagement damages the whole organization and in the long run risk the company's competitiveness.

#### **4. Conclusion**

Micromanagement is not all awful; it has its advantages in specific conditions and conditions. If it is done appropriately, it very well may be advantageous to an organization. From the findings of the study, it was concluded that micromanagement has a negative significant impact on the effective job performance of employees in an organization. Micromanagement after being tested on the three dimensions of job performance that is altruism, conscientiousness and task performance, it was found that there exists a negative relationship between the independent and dependent variables in the study. It can be deduced from the findings that the result of the findings negates the original proposition of the research that is, the formulated hypotheses.

Employees, on the other hand, need to be proactive with their responsibility and if in the long run the manager is perceived to be micromanaging in a restrictive and oppressive manner. Then the attention of such a manager should be called to it and the situation should be remedied before it has a negative impact on the effectiveness of job performance of employees which in turn has a negative impact on the overall productivity of the organization. Employees in an organization should be given a considerable amount of autonomy that is, the ability to take responsibility for what they do. Finally, Micromanagement being a newly introduced concept should be well understood by both the managers and subordinates for easy flow of operation.



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