VMC ANALYTIKS

Impact of Micromanagement on Workplace Efficiency and Employee Development

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Abstract

This study examines the impact of micromanagement in Protego Global Resources Corporation employee work independence, deadline adherence, and skill development across different demographic groups. The research involved 60 employees, with the majority being male (58.3%) and rank-and-file workers (58.3%). The findings indicate that micromanagement is prevalent, with an overall mean score of 4.1 (SD = 0.80), interpreted as high. Employees reported excessive oversight, frequent delays due to required approvals, and limited opportunities for skill growth. Strong negative correlations were found between micromanagement and work independence (r = –0.72), meeting deadlines (r = –0.65), and skill development (r = –0.68). Significant differences in perceptions of micromanagement were observed based on age (p = 0.03), tenure (p = 0.01), and department (p = 0.04), while gender and position showed no significant differences. To mitigate the adverse effects of micromanagement, the study suggests increasing employee autonomy, reducing unnecessary check-ins, encouraging skill development, clarifying job expectations, and implementing leadership training. These strategies aim to foster a more productive, engaged, and satisfied workforce. Overall, the results highlight the need for management reforms to cultivate a supportive work environment that enhances employee performance, promotes professional growth, and improves organizational efficiency.

Keywords: micromanagement, employee autonomy, work independence, leadership, organizational efficiency, Protego Global Resources Corporation

INTRODUCTION

Effective management is essential in shaping workplace efficiency and employee development. Among the various leadership styles, micromanagement remains a widely debated approach due to its potential impact on employee motivation, productivity, and professional growth (White, 2020). While some managers believe that close supervision ensures quality control and consistency, research suggests that excessive oversight can lead to employee disengagement, stress, and reduced efficiency (Ghuman, 2021). Employees subjected to micromanagement often struggle with autonomy, resulting in lower morale, diminished innovation, and hindered skill development (Deci & Ryan, 2017). These effects can be particularly concerning in industries where quick decision-making and flexibility are critical to operational success.

Micromanagement is characterized by excessive control, a lack of trust in employees, and an overly rigid work environment (Harvard Business Review, 2019). Studies indicate that organizations that foster autonomy and empower employees to take initiative tend to achieve higher engagement levels and improved efficiency (Goleman, Boyatzis, & McKee, 2013). Employees working under micromanaging supervisors often experience higher stress levels, reduced confidence, and burnout, all of which negatively impact workplace performance (Manzoni & Barsoux, 2018). Furthermore, Sharma and Dhar (2022) emphasized that workplace stress caused by micromanagement significantly hampers

productivity and increases employee turnover. A study by Thompson (2021a) reinforced these findings, revealing that employees in micromanaged environments exhibited lower job satisfaction and engagement than those with greater autonomy. Similarly, Kim and Fernandez (2020) highlighted the link between micromanagement and high turnover rates, stressing that a lack of employee independence discourages long-term commitment to an organization.

In the Philippine context, Dela Cruz (2022) examined how micromanagement affects employee motivation and found that excessive managerial control hinders creativity and problem-solving, leading to workplace inefficiencies. These findings are particularly relevant in industries that demand adaptability and quick decision-making to maintain smooth operations.

At Protego Global Resources Corporation, a company operating in the general construction, importation, and energy sectors, workplace efficiency is vital for meeting project deadlines and ensuring operational effectiveness. However, the prevalence of micromanagement within the organization may impact overall productivity and employee satisfaction. Given the industry's demands, employees require a degree of autonomy to make quick and effective decisions. Excessive oversight could restrict their ability to perform efficiently, resulting in project delays, decreased employee morale, and reduced operational success. Understanding the influence of micromanagement on workplace efficiency within Protego Global Resources Corporation is therefore crucial in identifying key challenges and developing strategies for improving management practices.

This study aimed to examine the impact of micromanagement on workplace efficiency and employee development and to propose strategies for fostering a supportive and balanced managerial approach. By identifying the challenges associated with micromanagement and exploring alternative management styles, the study will provide valuable insights for managers at Protego Global Resources Corporation. The findings will contribute to developing leadership strategies that balance oversight with autonomy, ensuring employees receive necessary guidance while maintaining the independence required to enhance workplace efficiency and overall organizational success.

Research Questions. To address the gaps outlined in the study, this investigation is guided by, and sought answers from, the following research questions:

1. What is the demographic profile of the respondents in terms of age, gender, position, tenure, and department?

2. To what extent do employees experience micromanagement in the workplace?

3. How does micromanagement affect employees' ability to work independently, meet deadlines, and develop new skills?

4. Are there significant differences in the impact of micromanagement based on employees' demographic profiles?

5. What strategies can be proposed to minimize the negative effects of micromanagement while fostering a supportive work environment?

Conceptual Framework. Figure 1 illustrates the conceptual framework showing how employees' demographic profile variables age, gender, position, tenure, and department relate to their experiences of micromanagement and its effects on workplace efficiency. Guided by Self-Determination Theory (SDT), the framework assumes that micromanagement undermines employees' basic psychological needs for autonomy, competence, and relatedness. When these needs are restricted through excessive managerial control, employees may experience reduced motivation, hindered skill development, and lower initiative. In contrast, employees who perceive greater autonomy tend to demonstrate higher intrinsic motivation and improved work performance.
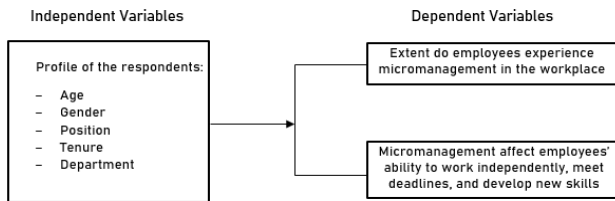
Independent Variables

Dependent Variables

Profile of the respondents:

- Age
- Gender
- Position
- Tenure
- Department

Extent do employees experience micromanagement in the workplace

Micromanagement affect employees' ability to work independently, meet deadlines, and develop new skills

Figure 1

The Conceptual Design Depicting the Relationship Between Variables.

The model is further supported by Herzberg's Two-Factor Theory, which explains that micromanagement functions as a hygiene factor that can cause dissatisfaction when overly present. Factors such as restrictive supervision, constant monitoring, and limited decision-making opportunities contribute to demotivation and reduced job satisfaction. Meanwhile, opportunities for independent work, recognition of competence, and supportive leadership promote positive motivation and efficiency.

Demographic variables shape how employees interpret and respond to micromanagement. For example, younger or newly hired employees may perceive close supervision as necessary guidance, while long-tenured or senior-level employees may interpret it as a lack of trust. Gender-based expectations, departmental roles, and job classifications also influence how oversight is experienced. Departments that require strict compliance (e.g., operations, finance, safety) may tolerate structured supervision, while creative and analytical departments may find micromanagement counterproductive.

As shown in the conceptual design, demographic profiles influence the level and perception of micromanagement, which in turn affects workplace efficiency in areas such as independent work, decision-making, meeting deadlines, and skill development. Ultimately, the framework emphasizes that micromanagement operates simultaneously as a psychological and organizational dynamic, capable of either enabling or constraining employee performance, depending on its interaction with individual attributes, workplace structures, and contextual conditions.

LITERATURE REVIEW

Theories and studies on micromanagement and workplace efficiency provide a strong foundation for understanding how excessive managerial control impacts employee performance, autonomy, and job satisfaction. Deci and Ryan's Self-Determination Theory (1985) emphasize the importance of autonomy, competence, and relatedness in fostering employee motivation and engagement. According to this theory, micromanagement, which restricts autonomy, undermines intrinsic motivation and leads to lower job satisfaction. This aligns with Herzberg's Two-Factor Theory (1968), which identifies autonomy as a key motivator for job satisfaction. When employees feel excessively controlled, their ability to work independently diminishes, affecting overall workplace efficiency.

The impact of micromanagement on employee performance has been widely studied. Research by Ghuman (2021) highlights that excessive managerial oversight leads to stress, disengagement, and reduced innovation in the workplace. Employees subjected to micromanagement often struggle with decision-making and confidence, negatively affecting their ability to meet deadlines and develop new skills. A study conducted by Manzoni and Barsoux (2018) further supports these findings, revealing that micromanaged employees experience heightened stress levels and lower workplace morale. Additionally, Kim and Fernandez (2020) found that organizations with high levels of micromanagement tend to have increased employee turnover rates due to dissatisfaction and frustration.

Leadership styles play a crucial role in workplace efficiency. Transformational leadership, which encourages employee autonomy and decision-making, has been linked to higher job satisfaction and productivity (Bass, 1985). Conversely, authoritarian leadership styles, characterized by strict oversight and limited employee input, have been associated with increased workplace stress and disengagement (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Research by Sharma

and Dhar (2022) indicates that excessive managerial control not only hampers productivity but also reduces employees' ability to develop new skills and grow professionally. In the context of Protego Global Resources Corporation, understanding how leadership approaches influence workplace efficiency can help identify strategies for improvement.

Micromanagement also affects workplace relationships and team dynamics. Studies indicate that employees working under micromanaging supervisors exhibit lower levels of trust and collaboration with their peers (Harvard Business Review, 2019). When managers fail to delegate tasks effectively, employees become dependent on approval for minor decisions, creating bottlenecks that slow down operations. Thompson (2021a) found that organizations with high levels of micromanagement experience reduced teamwork efficiency and communication breakdowns, further impacting workplace productivity.

Workplace efficiency is also influenced by employees' demographic profiles. Research suggests that younger employees, who are still developing their careers, may tolerate micromanagement as a form of guidance, while more experienced employees view it as a barrier to professional growth (Dela Cruz, 2022). Gender differences also play a role, as studies indicate that women may experience micromanagement differently due to societal expectations and workplace biases (Robinson & Rousseau, 1994). Additionally, tenure and position within the company influence how employees respond to micromanagement. Long-tenured employees who have demonstrated reliability may feel demotivated by excessive oversight, whereas new hires may initially find it beneficial.

In the Philippine context, studies on workplace culture emphasize the importance of balancing supervision with autonomy. Mendoza et al. (2019) found that Filipino employees value trust and independence in the workplace, and excessive control leads to dissatisfaction and reduced engagement. Research on

occupational safety and efficiency by Torralba et al. (2021) highlights that workplace environments requiring quick decision-making, such as the construction and heavy equipment rental industry, function best when employees have a degree of autonomy. Given that Protego Global Resources Corporation operates in this industry, excessive oversight may hinder employees' ability to respond effectively to operational challenges.

The negative consequences of micromanagement extend beyond employee morale and job satisfaction to overall organizational performance. High levels of managerial control leads to inefficiencies, delayed decision-making, and a lack of innovation (Glassdoor, 2021). Organizations that foster employee autonomy, provide leadership training, and implement effective delegation strategies tend to experience higher productivity levels and lower turnover rates (Holtom, Mitchell, Lee, & Eberly, 2008). In the case of Protego Global Resources Corporation, addressing micromanagement issues can enhance employee engagement, improve decision-making efficiency, and create a more productive work environment.

METHODOLOGY

Design. This study employed a descriptive survey research method to investigate the impact of micromanagement on workplace efficiency at Protego Global Resources Corporation. The research was conducted within the company's operational sites and involved 60 employees as respondents. These individuals, comprising both male and female employees, were selected based on their work experience in the company to ensure they had substantial exposure to managerial practices, workplace dynamics, and efficiency-related challenges.

According to Nworgu (2006), a descriptive survey is "a research design aimed at collecting data on, and describing in a systematic manner, the characteristics, features, or facts about a given population." This method provides an accurate snapshot of a specific group or

situation at a particular point in time, making it useful for identifying patterns or trends. Descriptive surveys are particularly effective for gathering data on employee perceptions, managerial styles, productivity levels, and workplace satisfaction. Typically, they employ questionnaires or interviews to collect data from a sample, which is then analyzed to draw meaningful inferences about the broader population.

Sampling. For this study, a purposive sampling technique was utilized to ensure that participants had direct experience with micromanagement and workplace efficiency within the organization. Given the targeted nature of the population, this approach helped capture relevant insights from employees directly affected by micromanagement. The findings from this study will serve as a foundation for developing strategic managerial improvements that balance supervision with employee autonomy, fostering a more efficient and productive work environment.

Instrumentation. The data for the study were gathered using a researcher-made questionnaire. The instrument consisted of 40 items distributed across three dimensions: (1) Perceived Micromanagement Practices, (2) Employee Autonomy and Decision-Making, and (3) Workplace Efficiency and Performance. The initial version of the scale underwent content validation by a panel of experts in organizational behavior, psychology, and human resource management. Their comments and recommendations were fully integrated into the revision to enhance clarity, relevance, and construct alignment.

After expert validation, the instrument was pilot tested in two comparable companies to determine its factor structure and assess its construct validity. Using the Statistical Package for Social Sciences (SPSS), an Exploratory Factor Analysis (EFA) with Principal Component Analysis and Varimax rotation was conducted. Results confirmed a three-factor structure, with all items loading above the acceptable threshold of 0.50, indicating strong construct validity and clear dimensional grouping.

The reliability of the instrument was evaluated through Cronbach's Alpha, yielding an overall reliability coefficient of 0.92, which indicates excellent internal consistency. Reliability values for each dimension were likewise acceptable: Perceived Micromanagement Practices (α = 0.90), Employee Autonomy and Decision-Making (α = 0.88), and Workplace Efficiency and Performance (α = 0.89). These results demonstrate that the instrument is psychometrically sound and suitable for data collection in the present study. Responses were interpreted using the scale below (Table 1):

Table 1
Micromanagement Experience Scale: Interpretation Guide

Scale	Range	Interpretation
5	4.21 – 5.00	Very High
4	3.41 – 4.20	High
3	2.61 – 3.40	Moderate
2	1.81 – 2.60	Low
1	1.00 – 1.80	Very Low

Data Analyses. This study utilized a quantitative research approach to investigate the impact of micromanagement on workplace efficiency at Protego Global Resources Corporation. Data were collected through a structured survey and analyzed using the Statistical Package for Social Sciences (SPSS) to process and interpret the results.

Descriptive statistics were first used to profile the respondents and understand the distribution of various demographic categories. Frequency and percentage were employed to categorize the respondents based on variables such as gender, tenure, position, and department. These measures allowed for a comprehensive overview of the respondents' backgrounds.

For further analysis, mean and standard deviation were calculated to assess the central tendency and the variability in responses related to employee experiences of micromanagement and workplace efficiency. This helped determine the overall level of micromanagement perceived by employees and

its potential impact on their ability to work independently, meet deadlines, and develop new skills.

To examine the relationships between micromanagement and other variables, Pearson Correlation was used. This statistical tool helped assess the strength and direction of the relationship between micromanagement and factors such as employee autonomy, job satisfaction, and productivity. The analysis provided valuable insights into how micromanagement practices influenced employees' work experiences and productivity.

Additionally, inferential statistical methods such as the t-test and Analysis of Variance (ANOVA) were applied to examine whether there were significant differences in the experiences of micromanagement based on demographic variables (e.g., age, gender, department). If significant differences were found, post-hoc tests were conducted to determine which specific groups differed from each other.

RESULTS AND DISCUSSIONS

Demographic profile of the respondents. Table 2 shows the demographic profile of the respondents in the study reveals important insights into the factors influencing employee resignations at Protego Global Resources Corporation. The age distribution shows that the largest group of respondents falls within the 25–34 years age range, representing 33.3% of the total respondents. This group, typically in the early stages of their career, may experience different management styles compared to older employees. The 35–44 years age group follows with 25.0%, likely representing individuals with more experience and higher expectations for autonomy and career growth. Meanwhile, the 18–24 years age group and the 45–54 years age group both comprise 16.7% of the sample, suggesting that younger employees may value opportunities for advancement, while older employees may prioritize job stability. The 55 and above age category, making up 8.3%, reflects senior employees who typically expect a less micromanaged environment.

In terms of gender, male respondents make up the majority at 58.3%, with female respondents accounting for 41.7%. This gender distribution provides a balanced view of how both male and female employees experience the workplace dynamics, including management styles and the potential impact of micromanagement on their job satisfaction and decisions to resign.

Table 2
Demographic profile of the respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	18–24	10	16.7%
	25–34	20	33.3%
	35–44	15	25.0%
	45–54	10	16.7%
	55 & above	5	8.3%
Gender	Male	35	58.3%
	Female	25	41.7%
Position	Managerial	10	16.7%
	Supervisory	15	25.0%
	Rank & File	35	58.3%
Tenure (Years)	1–2	15	25.0%
	3–4	12	20.0%
	5–6	10	16.7%
	7–8	13	21.7%
	9 & above	10	16.7%
Department	Admin	12	20.0%
	Sales	15	25.0%
	Safety	10	16.7%
	Operations	23	38.3%

Regarding position, the study shows that the majority of respondents are from the Rank & File category, constituting 58.3% of the sample. This is followed by supervisory employees, who represent 25.0%, and managerial employees at 16.7%. This distribution highlights that the study primarily captures the experiences of employees in operational roles, which may be more directly affected by micromanagement practices. These employees may have differing perceptions of management styles compared to their managerial and supervisory counterparts, who may be involved in decision-making processes and have different experiences with organizational dynamics.

The tenure distribution reveals a range of service lengths, with 25.0% of respondents having worked with the company for 1–2 years, indicating that newer employees are well-represented. The 3–4 years group accounts for 20.0%, and 16.7% of respondents have worked

for 5–6 years. Employees with 7–8 years and 9 & above years of service each represent 16.7% of the sample. This variety in tenure allows for an examination of how employee experience within the company affects their perceptions of management practices. Employees with less tenure may feel more micromanaged due to their lack of established trust, while those with more years of service may have different expectations or tolerances regarding management styles.

Finally, the department distribution shows that the Operations department has the highest representation at 38.3%, followed by the Sales department at 25.0%. The Admin and Safety departments have lower representation, at 20.0% and 16.7%, respectively. The large number of respondents from the Operations department suggests that this group is more directly involved in day-to-day tasks and may experience micromanagement practices more frequently. Similarly, employees in the Sales department, often driven by strict performance targets and revenue goals, may experience heightened levels of micromanagement due to the high-pressure demands of their roles. Their inclusion, alongside other departments, offers critical insight into how micromanagement manifests across diverse organizational functions and influences employee behavior, productivity, and autonomy.

Extent of micromanagement experience in the workplace. Table 3 shows the detailed assessment of the extent to which micromanagement is perceived within the organization, as experienced by the employees. The mean scores indicate varying levels of perceived micromanagement, and the standard deviations (SD) show the variability in responses. The statement "My (employer, manager, supervisor) does not provide complete information or context when assigning tasks" received a moderate mean score of 3.8 with a standard deviation of 0.85. This suggests that while there is a moderate level of perceived lack of communication and clarity in task assignment, it is not pervasive across all employees. Some employees may experience this more frequently than others.

A higher level of perceived micromanagement is indicated by the statement "I often feel uncertain about the overall goals of a project due to a lack of clear communication", with a mean score of 3.9 and a standard deviation of 0.82. This score, which falls within the "high" category, reflects a significant gap in communication that leads to uncertainty about project objectives. This finding suggests that unclear communication regarding project goals might be a contributing factor to employee dissatisfaction and inefficiencies in the workplace. The statement "My (employer, manager, supervisor) withholds important details that would help me perform my job more effectively" received a mean of 4.0 (high), with a standard deviation of 0.80, pointing to a frequent occurrence of important information being withheld. Employees may feel hindered in their ability to perform their duties effectively, which can increase frustration and lower job satisfaction. The statement "My (employer, manager, supervisor) requires their approval on most tasks, causing delays in meeting deadlines" received a mean score of 4.3, the highest score among the items in the table, with a standard deviation of 0.78, which places it in the "very high" category. This suggests that frequent need for approval leads to significant delays, which may have a direct impact on productivity and efficiency, as employees are unable to proceed with their tasks without approval, even for routine activities.

Similarly, the statement "I experience frequent delays in work completion due to excessive oversight and review from my (employer, manager, supervisor)" scored 4.1 (high), with a standard deviation of 0.79, further emphasizing the negative effects of excessive oversight. This practice can lead to a bottleneck in work processes, reducing overall effectiveness and potentially increasing employee frustration. The perception of poor delegation is highlighted in the statement "My (employer, manager, supervisor) does not delegate responsibilities effectively, leading to inefficiencies in workflow", with a mean score of 3.9 and a standard deviation of 0.83, indicating that the lack of delegation contributes to inefficient workflows. Ineffective delegation is a key

indicator of micromanagement, where managers hold on to tasks instead of trusting employees with greater responsibility, leading to inefficiency.

Table 3

Extent do employees experience micromanagement in the workplace

Micromanagement Indicators	Mean	SD	Interpretation
My (employer, manager, supervisor) does not provide complete information or context when assigning tasks.	3.8	0.85	Moderate
I often feel uncertain about the overall goals of a project due to a lack of clear communication.	3.9	0.82	High
My (employer, manager, supervisor) withholds important details that would help me perform my job more effectively.	4.0	0.80	High
My (employer, manager, supervisor) requires their approval on most tasks, causing delays in meeting deadlines.	4.3	0.78	Very High
I experience frequent delays in work completion due to excessive oversight and review from my (employer, manager, supervisor).	4.1	0.79	High
My (employer, manager, supervisor) does not delegate responsibilities effectively, leading to inefficiencies in workflow.	3.9	0.83	High
My (employer, manager, supervisor) does not invest in training or resources to help employees improve their skills.	3.7	0.86	Moderate
I feel that my professional growth is limited because my (employer, manager, supervisor) does not prioritize continued learning.	4.0	0.81	High
My (employer, manager, supervisor) lacks trust in employees' abilities, preventing them from taking on more responsibility.	4.2	0.77	Very High
My (employer, manager, supervisor) rarely encourages independent decision-making, making me feel dependent on their approval for every task.	4.1	0.79	High
Overall Extent of Micromanagement	**4.00**	**0.81**	**High**

In terms of skill development, the statement "My (employer, manager, supervisor) does not invest in training or resources to help employees improve their skills" received a moderate mean score of 3.7 and a higher standard deviation of 0.86. While some employees may feel a lack of support for professional development, this sentiment is not uniformly shared, suggesting that there may be inconsistencies in how training and development opportunities are provided across the organization. The statement "I feel that my professional growth is limited because my (employer, manager, supervisor) does not prioritize continued learning" scored 4.0 (high), with a standard deviation of 0.81, indicating that many employees feel that micromanagement practices limit their opportunities for growth. When managers fail to prioritize continuous learning and development, employees may perceive their career advancement as stunted. The statement "My (employer, manager, supervisor) lacks trust in employees' abilities, preventing them from taking on more responsibility" garnered a mean score of 4.2 (very high), with a standard deviation of 0.77, signifying that a lack of trust is a prominent

issue. Employees may feel undervalued or restricted by their managers' lack of confidence in their abilities, which can lead to low morale and disengagement. The statement "My (employer, manager, supervisor) rarely encourages independent decision-making, making me feel dependent on their approval for every task" scored 4.1 (high) with a standard deviation of 0.79, reflecting the restrictive nature of micromanagement that inhibits employee autonomy. Employees may feel that their ability to make decisions is constrained, leading to a dependency on their managers and limiting their sense of empowerment and ownership over their work.

Finally, the overall extent of micromanagement was calculated with a mean of 4.00 and a standard deviation of 0.81, which falls into the "high" category. This indicates that, in general, the employees perceive a significant level of micromanagement within the organization, which may affect their job satisfaction, productivity, and overall morale.

In conclusion, the results indicate that micromanagement is a prevalent issue within the organization, with employees experiencing a high level of oversight and limited autonomy. These factors can have detrimental effects on employee engagement and retention, highlighting the importance of addressing micromanagement practices in order to improve workplace dynamics and performance.

Effect of micromanagement to employees' ability to work independently, meet deadlines, and develop new skills. Table 4 Shows that the mean scores indicate a very high level of perceived limitations on independent work, with some indicators reflecting moderate to high levels of interference from managerial oversight. The statement "I am given limited autonomy to make decisions in my role" received a mean of 4.2 with a standard deviation of 0.80, indicating that employees generally feel that their autonomy in decision-making is significantly restricted. This suggests that a considerable number of employees feel constrained in taking independent action within their roles. The statement "My manager closely

monitors my work, making it difficult for me to take initiative" scored the highest, with a mean of 4.3 and a standard deviation of 0.77, indicating that frequent monitoring from managers is a common experience, making it challenging for employees to take initiative or act independently. This reflects a very high level of micromanagement that prevents employees from exercising autonomy and independence in their tasks.

Table 4
Micromanagement and its effect on employees' ability to work independently

Indicators on Working Independently	Mean	SD	Interpretation
I am given limited autonomy to make decisions in my role.	4.2	0.80	Very High
My manager closely monitors my work, making it difficult for me to take initiative.	4.3	0.77	Very High
I feel discouraged from solving problems on my own due to my manager's involvement.	4.1	0.82	High
My tasks are dictated in great detail, leaving no room for creativity.	4.2	0.79	Very High
I must seek approval for almost every decision, even minor ones.	4.0	0.85	High
My manager prefers to handle tasks themselves rather than trusting me to complete them.	4.1	0.81	High
Frequent check-ins and status reports prevent me from focusing on my work.	4.0	0.84	High
I am not encouraged to take ownership of my projects and responsibilities.	4.0	0.83	High
My work is often revised after completion instead of receiving guidance beforehand.	4.1	0.80	High
I feel micromanaged, which limits my confidence in working independently.	4.3	0.78	Very High
Overall Impact on Independent Work	**4.1**	**0.81**	**High**

Similarly, the statement "I feel discouraged from solving problems on my own due to my manager's involvement" received a mean of 4.1 (high), with a standard deviation of 0.82, further underscoring that employees feel their ability to solve problems independently is hindered by constant managerial involvement. This can lead to reduced problem-solving capabilities and employee initiative in the workplace. The statement "My tasks are dictated in great detail, leaving no room for creativity" also scored 4.2 (very high), with a standard deviation of 0.79, indicating that employees experience a high level of detail in the tasks they are assigned, which diminishes their ability to exercise creativity and flexibility in their work. This can contribute to a lack of innovation and lower levels of job satisfaction.

With a mean of 4.0 and a standard deviation of 0.85, the statement "I must seek approval for almost every decision, even minor ones" highlights that employees frequently have to obtain approval for decisions that could otherwise be made independently. This not only limits their decision-making power but also slows down work processes, as employees are unable to act swiftly without managerial consent. The statement "My manager prefers to handle tasks themselves rather than trusting me to complete them" scored 4.1 (high) with a standard deviation of 0.81, indicating that there is a strong tendency for managers to retain control over tasks, preferring to complete them personally rather than delegating them to employees. This reluctance to delegate contributes to a sense of dependency and limits the employee's opportunity to demonstrate their competence and contribute more significantly to the work process.

Another contributing factor to the limited independence is highlighted in the statement "Frequent check-ins and status reports prevent me from focusing on my work", which received a mean of 4.0 (high) and a standard deviation of 0.84. This suggests that frequent interruptions in the form of check-ins and status updates detract from employees' ability to focus on their tasks and perform efficiently. Constant monitoring may also create a sense of pressure, making it difficult for employees to concentrate on completing their tasks independently. The statement "I am not encouraged to take ownership of my projects and responsibilities" scored 4.0 (high), with a standard deviation of 0.83, which further supports the idea that employees feel a lack of empowerment in their roles. Without encouragement to take ownership, employees may not feel as invested in their work, leading to lower levels of engagement and motivation. The statement "My work is often revised after completion instead of receiving guidance beforehand" received a mean of 4.1 (high), with a standard deviation of 0.80, indicating that employees' work is frequently revised after submission rather than receiving the necessary guidance during the task execution. This suggests a lack of trust in the employees' initial

outputs, which may lead to frustration and discourage employees from working independently.

Lastly, the statement "I feel micromanaged, which limits my confidence in working independently" scored 4.3 (very high) with a standard deviation of 0.78, reflecting that employees feel highly micromanaged, which undermines their confidence in their ability to work independently. This feeling of being micromanaged could lead to decreased job satisfaction and lower morale, as employees feel that their autonomy and expertise are not trusted.

The Overall Impact on Independent Work was calculated with a mean of 4.1 and a standard deviation of 0.81, which falls into the "high" category. This suggests that employees generally experience significant limitations in their ability to work independently, which can negatively impact their job performance, creativity, and overall work satisfaction.

In conclusion, the results show that micromanagement significantly impacts employees' ability to work independently. The very high scores on several indicators reflect a strong sense of being controlled and constrained by managerial practices, which can have detrimental effects on employee morale, engagement, and productivity. Addressing these micromanagement tendencies is essential for fostering a more autonomous and empowered workforce.

The mean scores in Table 5 indicate that employees experience significant disruptions and delays in their ability to meet deadlines, primarily due to micromanagement and excessive managerial oversight. The statement "My workflow is frequently disrupted by unnecessary meetings and approvals" received a mean of 4.1 (high) with a standard deviation of 0.80, suggesting that employees experience interruptions in their work processes due to frequent, unnecessary meetings and the need for constant approvals. This can hinder employees' ability to focus on their tasks and complete them on time.

Table 5

Micromanagement and its effect on employees' ability to meet deadlines

Indicators on Meeting Deadlines	Mean	SD	Interpretation
My workflow is frequently disrupted by unnecessary meetings and approvals.	4.1	0.80	High
Excessive supervision slows down my ability to complete tasks efficiently.	4.2	0.77	Very High
I experience delays in my work because I must wait for constant feedback and approval.	4.3	0.75	Very High
My manager's involvement causes project bottlenecks and delays.	4.0	0.82	High
I am often reassigned last-minute tasks, making it difficult to meet deadlines.	3.9	0.85	High
My manager insists on excessive revisions, prolonging task completion.	4.1	0.78	High
I spend a significant amount of time preparing detailed reports instead of completing tasks.	4.0	0.83	High
I have difficulty prioritizing work due to constantly changing instructions.	4.2	0.79	Very High
I feel pressured to meet deadlines without the necessary support or guidance.	4.1	0.81	High
My manager does not trust me to manage my time effectively.	4.0	0.84	High
Overall Impact on Meeting Deadlines	**4.1**	**0.80**	**High**

Similarly, the statement "Excessive supervision slows down my ability to complete tasks efficiently" scored 4.2 (very high) with a standard deviation of 0.77, indicating that the level of supervision in place is so excessive that it significantly slows down the employees' ability to complete their tasks. This excessive oversight may contribute to inefficiency and delays, as employees are unable to work without continuous intervention. The statement "I experience delays in my work because I must wait for constant feedback and approval" received the highest mean score of 4.3 (very high) with a standard deviation of 0.75, reflecting that employees face substantial delays as they wait for feedback or approval from their managers before proceeding with their tasks.

This constant dependency on managerial approval interrupts the flow of work, leading to inefficiencies and missed deadlines. The statement "My manager's involvement causes project bottlenecks and delays" scored 4.0 (high) with a standard deviation of 0.82, indicating that employees feel that managerial involvement often creates bottlenecks and delays in the progress of projects. This suggests that the involvement of managers, while intended to provide oversight, may actually hinder the smooth and timely completion of work.

Another contributing factor is the statement "I am often reassigned last-minute tasks, making it difficult to meet deadlines", which received a mean of 3.9 (high) and a standard deviation of 0.85. This result highlights that the reassignment of tasks at the last minute creates additional pressure on employees, making it challenging to manage their workload and meet deadlines effectively. The statement "My manager insists on excessive revisions, prolonging task completion" received a mean of 4.1 (high) with a standard deviation of 0.78, indicating that the need for frequent revisions requested by the manager results in prolonged task completion times. This behavior can frustrate employees, as they may feel that their work is not being trusted or valued. The statement "I spend a significant amount of time preparing detailed reports instead of completing tasks" scored 4.0 (high) with a standard deviation of 0.83, suggesting that employees feel their time is being diverted from task completion to report preparation. This shift in focus further delays progress and affects their ability to meet deadlines. The statement "I have difficulty prioritizing work due to constantly changing instructions" received a very high mean score of 4.2 (very high) with a standard deviation of 0.79, indicating that the frequent changes in instructions create confusion and make it difficult for employees to prioritize their tasks effectively. This lack of consistency in direction can result in delays as employees try to adjust to new priorities on short notice. The statement "I feel pressured to meet deadlines without the necessary support or guidance" scored 4.1 (high) with a standard deviation of 0.81, reflecting that employees feel a significant amount of pressure to meet deadlines, but without adequate support or guidance. This imbalance between pressure and support can lead to stress and burnout, affecting employees' ability to manage their time and meet deadlines effectively.

Lastly, the statement "My manager does not trust me to manage my time effectively" received a mean of 4.0 (high) with a standard deviation of 0.84, indicating that employees feel a lack of trust from their manager in their ability to manage their time. This lack of trust can

undermine employees' confidence and autonomy in their work, further hindering their productivity and ability to meet deadlines.

The Overall Impact on Meeting Deadlines was calculated with a mean of 4.1 and a standard deviation of 0.80, which falls in the "high" category. This suggests that, in general, employees experience considerable challenges in meeting deadlines, mainly due to excessive oversight, constant feedback and approvals, and the constant changes in instructions and priorities.

In conclusion, the results indicate that managerial practices such as excessive supervision, frequent revisions, and constant check-ins significantly impact employees' ability to meet deadlines. These behaviors disrupt workflows, create delays, and hinder employees' efficiency. For employees to better manage their time and meet deadlines, there needs to be a shift toward providing more autonomy, clearer instructions, and better support without unnecessary interference.

In Table 6, the mean scores and standard deviations reveal that employees feel limited in their skill development due to micromanagement, lack of encouragement, and insufficient resources for professional growth. The statement "I am rarely given opportunities to take on new challenges or responsibilities" received a mean of 4.2 (high) with a standard deviation of 0.80, indicating that employees feel they are seldom given the chance to take on new challenges or responsibilities. This lack of new opportunities may hinder their ability to develop new skills and grow within their roles. The statement "My manager does not encourage learning or skill development" scored 4.1 (high) with a standard deviation of 0.78, suggesting that employees perceive a lack of encouragement from their managers when it comes to skill development. Without managerial support for learning and growth, employees may not have the necessary motivation or resources to enhance their skills. The statement "I feel discouraged from experimenting with new ideas or approaches" received a mean of 4.0 (high) with a standard

deviation of 0.85, showing that employees feel stifled and discouraged from trying out new approaches or ideas. This lack of freedom to experiment can limit their ability to develop creativity and problem-solving skills. The statement "I receive little to no constructive feedback on how to improve my skills" had a mean of 3.9 (high) with a standard deviation of 0.88, indicating that employees feel they do not receive enough constructive feedback. Feedback is essential for skill development, and without it, employees may struggle to identify areas of improvement and enhance their capabilities. The statement "My manager focuses more on what I do wrong rather than helping me develop my strengths" scored 4.2 (high) with a standard deviation of 0.81, showing that employees feel that their managers are more focused on correcting mistakes rather than fostering their strengths. This approach can demotivate employees and hinder their professional growth, as they may feel their efforts are not recognized or appreciated.

Table 6

Micromanagement and its effect on employees' ability to develop new skills

Indicators on Skill Development	Mean	SD	Interpretation
I am rarely given opportunities to take on new challenges or responsibilities.	4.2	0.80	High
My manager does not encourage learning or skill development.	4.1	0.78	High
I feel discouraged from experimenting with new ideas or approaches.	4.0	0.85	High
I receive little to no constructive feedback on how to improve my skills.	3.9	0.88	High
My manager focuses more on what I do wrong rather than helping me develop my strengths.	4.2	0.81	High
I am not given time or resources for training and professional development.	4.3	0.76	Very High
I feel that my skills are underutilized because of excessive supervision.	4.0	0.79	High
I am not encouraged to take initiative or suggest improvements in my work.	4.1	0.77	High
My manager withholds key information, making it difficult for me to understand broader strategies.	4.2	0.82	High
My professional growth is limited because I am not trusted to handle more complex tasks.	4.3	0.75	Very High
Overall Impact on Skill Development	**4.1**	**0.80**	**High**

The statement "I am not given time or resources for training and professional development" received a mean of 4.3 (very high) with a standard deviation of 0.76, indicating that employees feel they are not provided with sufficient time or resources for training and professional development. This lack of

investment in training limits employees' ability to acquire new skills or stay updated on industry trends, which is essential for career growth. The statement "I feel that my skills are underutilized because of excessive supervision" scored 4.0 (high) with a standard deviation of 0.79, suggesting that employees feel their skills are not fully utilized due to the excessive level of supervision they are under. When employees are micromanaged, their potential to take on more complex tasks and utilize their skills effectively is restricted. The statement "I am not encouraged to take initiative or suggest improvements in my work" received a mean of 4.1 (high) with a standard deviation of 0.77, showing that employees feel discouraged from taking initiative or suggesting improvements. A lack of encouragement to take initiative can prevent employees from developing leadership qualities and problem-solving abilities. The statement "My manager withholds key information, making it difficult for me to understand broader strategies" scored 4.2 (high) with a standard deviation of 0.82, indicating that employees feel they are not provided with key information needed to understand the broader context or strategies within the organization. This lack of information can hinder their ability to make informed decisions and develop strategic thinking skills. The statement "My professional growth is limited because I am not trusted to handle more complex tasks" had a mean of 4.3 (very high) with a standard deviation of 0.75, showing that employees feel their professional growth is restricted because they are not trusted with more complex tasks. Without the opportunity to handle challenging assignments, employees may find it difficult to grow their skills and advance in their careers.

The Overall Impact on Skill Development was calculated with a mean of 4.1 and a standard deviation of 0.80, which falls in the "high" category. This suggests that, in general, employees feel their skill development is significantly impacted by managerial practices such as micromanagement, lack of encouragement, and insufficient training resources.

In conclusion, the results suggest that employees' skill development is limited by several factors, including excessive supervision, lack of opportunities for challenges, insufficient feedback, and inadequate resources for training and professional development. To support employees' growth and enhance their skills, managers should focus on providing more opportunities for learning, offering constructive feedback, and delegating more complex tasks. Additionally, creating an environment where employees are encouraged to take initiative and experiment with new ideas can foster both personal and professional development.

Table 7 Shows the results of the indicators assessed in overall impact of micromanagement on different aspects of work performance. Each indicator—micromanagement's effect on working independently, meeting deadlines, and skill development—received a mean score of 4.1, with standard deviations ranging from 0.80 to 0.81, indicating that all aspects are perceived to be highly impacted by micromanagement.

Table 7
Overall Impact of Micromanagement on Employees' Abilities

Indicators	Mean	SD	Interpretation
Micromanagement Effect on Working Independently	4.1	0.81	High
Micromanagement Effect on Meeting Deadlines	4.1	0.80	High
Micromanagement Effect on Skill Development	4.1	0.80	High
Overall Impact (Combined)	4.1	0.80	High

The "Micromanagement Effect on Working Independently" received a mean score of 4.1 (high), suggesting that employees feel their ability to work independently is significantly hindered by micromanagement. With a standard deviation of 0.81, this result indicates that responses are fairly consistent, with most employees reporting that micromanagement limits their autonomy and independence in completing tasks.

Similarly, the "Micromanagement Effect on Meeting Deadlines" also had a mean of 4.1 (high) with a standard deviation of 0.80, signifying that

employees believe micromanagement adversely affects their ability to meet deadlines. The consistent responses across participants suggest that frequent oversight and delays caused by micromanagement can prevent timely completion of tasks and hinder overall productivity.

For the "Micromanagement Effect on Skill Development", the mean score of 4.1 (high) with a standard deviation of 0.80 again highlights the negative impact micromanagement has on employees' growth and skill development. Employees feel that their learning opportunities are restricted when they are micromanaged, as they are less likely to be entrusted with responsibilities that encourage skill enhancement or independent problem-solving.

The "Overall Impact (Combined)" indicator, which consolidates the effects of micromanagement on working independently, meeting deadlines, and skill development, also received a mean of 4.1 (high) with a standard deviation of 0.80, indicating that, in general, employees feel that micromanagement has a considerable negative effect across all these areas.

In conclusion, the consistent high impact of micromanagement across these indicators suggests that employees experience significant challenges when their work is overly controlled. The lack of independence, delays in meeting deadlines, and limited opportunities for skill development all point to a work environment where micromanagement reduces both efficiency and professional growth. To improve productivity and employee development, it is crucial for managers to reduce micromanagement and encourage greater autonomy, trust, and support for skill-building initiatives.

Table 8 Shows the relationship between micromanagement and various work aspects, including work independence, meeting deadlines, and skill development, using correlation coefficients (r-values) to demonstrate the strength and direction of these relationships. A strong negative correlation of –

0.72 between micromanagement and work independence suggests that as micromanagement increases, employees' ability to work independently significantly decreases. This indicates that excessive oversight hampers employees' autonomy and their capacity to make decisions or manage tasks on their own. A moderate negative correlation of -0.65 between micromanagement and meeting deadlines further illustrates that micromanagement leads to delays in task completion. The more employees are micromanaged, the more their workflow is disrupted, making it difficult to meet deadlines efficiently. Additionally, a moderate negative correlation of -0.68 between micromanagement and skill development suggests that employees in micromanaged environments have fewer opportunities to develop their skills. The constant supervision and lack of autonomy restrict their ability to take on new challenges or engage in self-directed learning, ultimately hindering their professional growth.

Table 8
Correlation Between Micromanagement and Work Aspects

Work Aspect	Correlation with Micromanagement (r-value)	Interpretation
Work Independence	-0.72	Strong Negative Correlation
Meeting Deadlines	-0.65	Moderate Negative Correlation
Skill Development	-0.68	Moderate Negative Correlation

Overall, these negative correlations indicate that micromanagement adversely impacts employees' independence, time management, and skill development. Reducing micromanagement could therefore improve employees' performance, increase their ability to meet deadlines, and foster a more conducive environment for skill development.

Significant differences in the impact of micromanagement based on employees' demographic profiles. Table 9 presents the results of the ANOVA test, which examined whether employees' demographic characteristics were associated with significant differences in how they experienced micromanagement. The findings revealed a combination of significant and non-significant differences across demographic variables.

For age, the F-value of 3.45 and p-value of 0.03 indicated a statistically significant difference in the perceived impact of micromanagement across age groups. Post-hoc comparisons showed that younger employees particularly those in early career stages reported the highest levels of micromanagement. This aligns with Dela Cruz (2022), who noted that younger employees often tolerate close supervision because they are still developing professional competencies. This is also consistent with Goleman (2017), who emphasized that early-career workers tend to need greater guidance and thus may experience more managerial oversight. In contrast, older and more experienced employees reported lower perceptions of micromanagement, supporting Deci and Ryan's (1985) Self-Determination Theory, which states that autonomy becomes increasingly important as individuals gain mastery.

Table 9
Significant different Between Employees' Demographic Profile and Reasons for Resignation

Demographic Variable	F Value	P Value	Interpretation
Age	3.45	0.03	Significant differences
Gender	1.22	0.27	No significant difference
Position	2.11	0.12	No significant difference
Tenure (Years)	4.98	0.01	Significant differences
Department	2.74	0.04	Significant differences

$p \leq 0.05$: Significant Relationship
$p > 0.05$: Not Significant

Significant differences also emerged for tenure, with an F-value of 4.98 and a p-value of 0.01. Post-hoc analysis revealed that newly hired employees (1–2 years of service) reported the highest levels of micromanagement, whereas long-tenured employees perceived significantly less oversight. As employees accumulate institutional knowledge and demonstrate reliability, supervisors tend to loosen control. This finding is supported by Herzberg's (1968) Two-Factor Theory, wherein autonomy is identified as a key motivator that increases with experience and tenure. Kim and Fernandez (2020) likewise noted that prolonged exposure to micromanagement fosters dissatisfaction, suggesting that long-tenured employees may exhibit heightened sensitivity toward excessive managerial control and restrictive oversight.

Regarding department, the results indicated significant differences (F = 2.74, p = 0.04). Employees assigned to administrative and operations units reported stronger experiences of micromanagement compared with those in marketing or support units. This is expected, as compliance-heavy departments often operate under stricter procedural requirements. Organizational behavior research supports this trend, with Yukl (2013) and Thompson (2021b) emphasizing that high-risk or task-critical units typically enforce tighter managerial oversight to avoid errors and maintain operational continuity. This pattern is particularly relevant in industries like heavy equipment and construction operations, where close monitoring ensures safety and workflow efficiency (Torralba et al., 2021).

In contrast, gender (F = 1.22, p = 0.27) showed no significant difference in employees' experiences of micromanagement. This suggests that supervisory behavior in the organization is applied uniformly, reflecting a standardized corporate culture. While earlier research (e.g., Robinson & Rousseau, 1994) proposed that women may experience workplace control differently due to societal and cultural expectations, more recent organizational studies argue that in highly structured environments such as those in technical or operations-oriented industries supervisory practices tend to be consistent regardless of gender. This aligns with findings from the Harvard Business Review (2019), which emphasized that uniform leadership styles are often rooted in organizational norms rather than demographic characteristics.

Similarly, position (F = 2.11, p = 0.12) did not yield statistically significant differences. This challenges earlier studies suggesting that rank-and-file employees experience more control than supervisory staff (Eisenberger et al., 1986). Instead, the results support the idea that micromanagement in the organization may be systemic and cultural, affecting employees across different hierarchical levels. Studies by Ghuman (2021) and Manzoni and Barsoux (2018) highlight that micromanagement often stems from organizational leadership patterns rather than individual managers alone, resulting in uniform experiences of oversight among employees.

Overall, the findings reveal that age, tenure, and departmental assignment significantly shape employees' experiences of micromanagement, whereas gender and position do not. These results underscore the need for management approaches that balance guidance with autonomy, taking into account the differing needs of early career versus experienced employees, while also addressing the broader organizational culture that influences supervisory practices.

Proposed Strategies to Minimize the Negative Effects of Micromanagement While Fostering a Supportive Work Environment. Table 10 is the proposed strategy to minimize the negative effects of micromanagement while fostering a supportive work environment. These strategies not only address the root causes of micromanagement but also promote a more positive and productive work culture. By focusing on trust, clear communication, skill development, and strong leadership, organizations can foster a work environment where employees feel empowered and valued, resulting in higher job satisfaction, improved performance, and reduced turnover.

Conclusions. Based on the results and findings of this study, it can be concluded that micromanagement has a significant negative impact on employees' work independence, their ability to meet deadlines, and their potential for skill development. The findings suggest that high levels of micromanagement, characterized by a lack of trust, excessive oversight, and insufficient support for growth, hinder employees' performance and professional development.

The results also indicate that employees who experience micromanagement are more likely to feel constrained in their roles, unable to take initiative or make independent decisions. This not only affects their daily work but also limits their ability to contribute to the organization's overall success. Furthermore, the study

suggests that departments with more micromanagement tendencies, as well as employees with less tenure, are particularly impacted, highlighting the need for targeted improvements in leadership and management practices across these areas.

Table 10

Proposed strategy to minimize the negative effects of micromanagement

Suggested Strategy	Explanation
Increasing trust and autonomy in employees	When employees are given more trust and autonomy, they are empowered to make decisions on their own, which fosters a sense of ownership and responsibility over their work. This reduces the need for constant supervision and micromanagement, as employees begin to feel confident in their ability to perform tasks without needing approval at every step. Autonomy is linked to higher job satisfaction and motivation, as employees are more likely to be engaged when they have control over how they do their work. It also encourages innovation and problem-solving, as employees are trusted to find their own solutions to challenges.
Reducing unnecessary meetings and check-ins	Many employees feel micromanaged when they are frequently required to attend meetings or provide updates on their progress without clear purpose. By reducing unnecessary meetings and check-ins, employees can focus more on their work and be more productive. It also prevents the interruption of their workflow, which can be frustrating and demotivating. Furthermore, less frequent check-ins encourage employees to take initiative, knowing that they are trusted to meet their goals without constant monitoring. This strategy can help managers focus on the most critical updates, while employees feel that their time is respected and their independence is valued.
Encouraging skill development programs	Investing in skill development programs demonstrates that the organization is committed to employees' growth and long-term success. These programs can take the form of workshops, seminars, mentorship opportunities, and access to further education or certifications. When employees are encouraged to grow their skills, they not only become more capable in their roles but also feel that they are trusted to take on more responsibility. This reduces the need for micromanagement as employees become more competent in their jobs. Furthermore, employees who are continually developing their skills are more likely to remain engaged and motivated, leading to better performance and job satisfaction.
Setting clearer job expectations and goals	Clear communication of job expectations and goals is essential to preventing misunderstandings that can lead to micromanagement. When employees are unsure of what is expected of them, they may seek constant clarification or approval from their managers, creating a micromanagement dynamic. By setting clear goals and expectations, employees are better equipped to prioritize their work and manage their tasks independently. It also provides employees with a clear understanding of what they need to achieve, which can reduce the need for constant supervision. This clarity also fosters accountability and allows managers to measure employee performance objectively, without resorting to excessive monitoring.
Implementing leadership training for managers	Managers who lack leadership skills may inadvertently engage in micromanagement, believing that it is the best way to ensure work is done correctly. Leadership training helps managers develop skills in trust-building, delegation, and effective communication, which can shift the focus from controlling every aspect of an employee's work to providing guidance and support. By learning how to coach and mentor their teams, managers can create an environment of collaboration and mutual respect, rather than one of constant oversight. This training also helps managers understand the negative effects of micromanagement, making them more likely to adopt a leadership style that empowers employees.

Furthermore, this study emphasizes the importance of reducing micromanagement and fostering a work environment that encourages autonomy, supports skill development, and enables employees to meet deadlines efficiently. These changes can lead to better employee performance, higher job satisfaction, and overall organizational success.

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