Micromanaging Behaviour and Employee Productivity in SMEs in Rivers State

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Abstract: **Companies are always needing an individual to lead/manage its employees. However, some managers have been known to want to direct and control every move/task performed by their subordinates (known as micromanagement), which creates a sense of insecurity and disengagement among the employees. Employee morale and employee turnover were adopted as measures of productivity in this study. A critical review of extant literature revealed a nexus between micromanaging behaviour and employee productivity. Micromanagement, it was found, is not all negative; under certain instances and settings, it can be beneficial. It can be advantageous to a company if it is done correctly. Accordingly, managers must be aware of their employees' performance and attitudes, but this must be done in a non-critical manner. Furthermore, it was recommended that entrepreneurs ought to: refrain from meddling in the middle of their employees' work by assigning tasks based on their employees' strong suits; trust their team; consider what knowledge and resources an employee would require to do delegated duties on their own, and instead of completing the job for them, focus on obtaining them that information. Instead than focusing on the process itself, think about the outcomes you want to see at the end of the project. describe the assignment's end goal and then inquire as to how your employee would approach the problem; and enable their staff to make mistakes.**

Keywords: **Micromanaging Behaviour, Employee Morale, Employee Turnover, Employee Productivity**

I. INTRODUCTION

An organization today operates in a highly competitive and dynamic environment. In such a situation, a company would look for an individual to lead/manage its employees. Some managers, however, like to direct and control every move/task performed by their subordinates. Employees will feel insecure and disengaged as a result of this. Micromanagement is a word that has been used to describe this type of leadership. It frequently entails little elements being planned and giving employees the impression that they are being watched (DeCaro et al., 2011). Micromanaging can be advantageous in organizations when managers' intervention is required to boost productivity. This could be because the staff are unskilled or technically incapable of doing the task at hand. This management style is particularly useful in some short-term situations, such as onboarding new employees, increasing the efficiency of underperforming staff, managing high-risk regions, and when no one is available to take care of any job.

However, a long-term relationship with micromanagement can have a significant financial impact. It can lead to excessive personnel turnover, low morale, lower production, and consumer discontent. It is thought that managers who are overly preoccupied with day-to-day operations miss the bigger picture and are unable to plan for department and organization expansion. As per Wright (2010), the level of micromanagement and how much sway that the constantly fussed over colleagues have are contrarily associated. Chiefs should have the option to recognize fixing objectives and doing everything about to accomplish those objectives.

Compelling micromanagement permits bosses to get involved effectively as well as representative obligation to colleagues somewhat. A savvy chief, then again, can distinguish a few future significant troubles by zeroing in on minute viewpoints like financial plan arrangement, issue assessment, and basic report investigation. For improved performance, key jobs require monitoring; nevertheless, this monitoring can often take the shape of micromanagement if the manager becomes overly anxious and intrusive.

Consequently, to probe this form of management and understand it better, we have correlated it with the concepts of employee productivity, measured by employee morale and employee turnover, to establish a cause and effect relationship.

While most existing research shows a link between management practices and large-firm success (Bloom & Van Reenen, 2010; Guest & Conway, 2011), we know less about how certain leadership and management abilities connect to management practices and which practices promote small-firm performance.

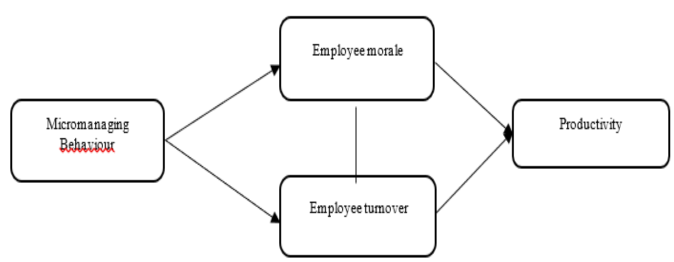

Fig. 1: A model of Micromanaging Behaviour and Employee Productivity

Micromanaging Behaviour

Micromanagement is defined by the Merriam-Webster Dictionary as: “...to manage especially with excessive control or attention to details.” It frequently entails little elements being planned and giving employees the impression they're being watched (DeCaro et al., 2011). Micromanaging behaviour involves observing every move or activity performed by the employees and making them they believe they are being watched. When supervisors are all about tracking the time employees are locked in working or when they are found away from their desk they are believed to be exhibiting micromanaging behaviour. Micromanaging behaviour is all about interference and disruption. It occurs when people and systems lose value subsequently of their influence, involvement, and interaction. It's the view of someone interfering inappropriately with another's activities, responsibilities, decision-making, or authority. It could also be any behavior that disrupts processes, policies, systems, or procedures. Micromanagement is characterized as the intrusion and interruption of people or things that is excessive, unwelcome, and counterproductive (Chambers, 2009).

In any case, it truly deserving to note that micromanagement isn't harmful management. Ways of behaving, for example, fits, disparage, public shame, talking despite individuals' good faith, unseemly language, training to rebuff, purposeful falsehoods, bias, misdirection, one-sided performance examinations, deliberate irreverence, request of visually impaired reliability, and other comparative demonstrations are the domain of victimizers, not individuals who constantly micromanage. The majority of micromanagers are well-intentioned and have no desire to degrade or abuse others (Chambers, 2009). Scholars have also stated that micromanagement and monitoring are not the same thing. While monitoring is vital for ensuring the performance of a critical task (Heimer, 1994), micromanagement is used when supervisors do not understand their responsibilities. Employees are unsure how to carry out their responsibilities and are unaware of the criteria by which they are evaluated because of an absence of instruction (Hymowitz, 2003). Micromanagers work on the premise of time; they set deadlines for setting goals and are unreasonable in their demands for unnecessary status information or descriptions (Heimer, 1994).

Micromanaging has a regrettable underlying meaning (Bielaszka-Duvernay, 2012), as a micromanager is portrayed as a typical autocratic boss who wields as much power and decision-making authority as possible. The staff is not consulted before choices that affect them are made, so they have little or no say; instructions must be followed without explanation; and there is a set of rewards and penalties. The directive autocrat's jurisdiction includes micromanaging behavior. Micromanaging staff, according to Formichelli (2009), is akin to "plants in a nursery that can't sprout to their maximum capacity."

Employees who thought they were being noticed constantly performed at a lesser level, as per an examination by De-Caro et al (2011). Micromanagement has been compared to narcissism by some (the pursuit of power, excesses, and the abuse of others in the pursuit of these ends). They blamed insecure bosses for having psychopathic characters, being obsessive compulsive people, distrustful, bumbling, and that their exercises are poisonous to firm’s effectiveness (Martinez-Lewi, 2008; Meier, 2009; Ransky, 1998). Scholars have discovered that micromanagement in today's corporate world might stymie the organization's overall success. Employees are also affected since it disengages them from their work and puts them under pressure (e.g. Chambers, 2009; De-Caro et al., 2011).

Chambers (2009) found that micromanagement contrarily affects at least four areas: the organization (e.g., retention issues, increased levels of unresolved conflict, excessive tardiness and absenteeism, failure to correct internal deficiencies, decreased quality/process improvement, an expansion in claims, higher protection from change drives, accelerations of formal worker grumblings, etc.); the individual (e.g., failure to correct internal deficiencies, reduced quality/process improvement, an increase in lawsuits, the micromanagee (e.g. low morale, absence of risk taking, lower job satisfaction, perceived lack of value, diminished initiative and creativity, boredom, decreased commitment, increased resentment, etc.); the micromanager (e.g. career stagnation, diminished responsiveness, becoming a bottleneck, increased turnaround/cycle, lower productivity from others, becoming an impediment to change, lack of support/allies, personal exposure, etc.); and the customer (For example, reduced service levels, rigid policies, procedures, and restraints, slow response, not being heard, problems not being prioritized, excessive costs owing to inefficiency, lack of creativity on "new" offerings, loss of individuality/uniqueness/value, and so on).

Furthermore, micromanagement is an exceptionally abstract term. There is a huge hazy situation between what one individual sees as impedance and one more sees as help and collaboration. Interest, direction, and coordinated effort, to some, are viewed as interfering, control, and over the top control by others. There is a huge hole between the impression of the micromanagee and the overbearing boss (Chambers, 2009). King (2009) and Riordan (2010) have observed that micromanaging behaviour is both beneficial and required at times and that it is “ok” to micromanage sometimes. Aligning with the same thought, Sidhu (2003) in addition Goldsmith and Goldsmith (2012) described micromanagement as are deeming project management tool in crisis and concluded that micromanaging behaviour, if done correctly, is not a filthy word.

Furthermore, Spanberger and Jackson (2008) have argued that micromanagement doesn’t have to be negative and that there are times and circumstances where micromanagement isn't just suitable however required. For instance, to authorize the management choices, the board might disrupt the working of other hierarchical components to track down an answer (Hildy and Gottlieb, 2009). In particular, in circumstances of new system, frustrating outcomes, waiting ventures, and genuine client protests (Riordan, 2003). Micromanagement isn't generally a decision, rather an industry standard, for instance, during reviews, examinations, investigating, report altering, and strategy reviews. Micromanagement may likewise be legitimized assuming the task is novel, convoluted, has a high worth, and requires an elevated degree of care and quality control. The reporting framework in various leveled/network authoritative design may likewise require continuously micromanaging behaviour. Micromanagement, however, should be approached with caution, according to Spanberger and Jackson (2008), because the risk of negative repercussions is significant.

Causes of Micromanagement

Many authors have explained the causes of micromanagement, according to their perception. We consolidated the perspectives of different researchers (Badger et al., 2009; White, 2010) to classify the causes into three main aspects: corporate culture, manager's personality and properties of subordinates.

i. *Corporate Culture:* There is a connection between organizational culture and micromanaging behaviour. Organizational culture is created through "norm formation around critical incidents... [and] identification with dominant leaders or founders" (Schein, 1990, p.115). Furthermore, to be rewarded in a business, employees must follow the rules and conventions of the corporate culture. There may be an erroneous assumption in the corporate culture that micromanagement is awesome method to efficiently manage people (Badger et al., 2009). However, it will still be trailed by employees because only followers will get rewarded and recognized in this culture.

White (2010) claims that the structure of an association can prompt micromanagement. Moreover, the level of micromanagement mirrors the qualities of the association (Wright, 2000). This is also supported by Khatri (2009) with his argument that, an organizational structure of high power distance gives ranking managers broad power and command over their subordinates. All these elements contribute to the fact that micromanagers have a quick tendency to blame the organization for their failure and weaknesses, as stated by Gupta and Braunstein (2001).

ii. *Personality of Manager:* The way a person behaves in a certain manner depends on their personality. Additionally, the individual managerial skills are deemed influential over group-interdepartmental decision making. Hence, as indicated by Badger et al (2009) and Porterfield (2003), the reluctance to confide in subordinates' ability to perform well all alone is one more justification for micromanaging behaviour. Similarly, micromanagers' insecurity about their position or capacities may also cause them to watch out for every detail (Porterfield, 2003). Some overbearing bosses legitimize their applied management style with the reason that they want to guarantee everything is finished with greatness (Porterfield, 2003). Moreover, from subordinate's perspective, through a survey of 1734 engineers, Giegold (1981) concludes that management skills and traits plays a vital role in effective engineering management.

Furthermore, organizational culture and individual personalities could jointly lead to micromanagement. As argued by Maloney and Federle (1991), leader emphasizing hierarchy culture tends to employ a conservative and cautious management style that is steady with the organizational values.

iii. *Attributes of Subordinate:* The attributes of subordinates are another factor influencing engineering managers' managerial behaviour. Rosen and Jerdee (1977) argue that lower level employees are regarded as less competent to exercise good judgment, also, they have a little part during the time spent in navigation. Hence, managers tend to dominate the decision-making process. And their subordinates' opinions are frequently ignored. Crouch and Yetton (1988) also presents a strong connection between the degree of subordinate performance and manager's friendly or less friendly behaviour. Moreover, a group of engineers is characterized by a professional culture, which is required to be recognized and handled by their managers (Hernson & Krauss, 1987). Hence, a manager's failure to understand and deal with such professional culture would demotivate these engineers.

Symptoms of Micromanagement

Multiple authors mention the behaviour of micromanagement in their research. However, most of these research only touch upon one or few aspects of micromanagement. Inordinate command over strategy (Khatri, 2009), excessive reporting and updates (White, 2010), control and manipulation of time (Pixton et al., 2014), failure to subjugate oneself (Bacon, 2006), and excessive approval requirement are five major symptoms of micromanagement, according to Chambers (2009). (Bacon, 2006).

i. *Excessive Control over Methodology:* An important symptom that indicate the existence of micromanaging behaviour is the need of absolute control over the process, i.e. telling people exactly what to do and how to get it done (White, 2010). As explained by Aronberg (1985), this managerial behaviour of extreme supervision can be a result of the manager's previous working experience, which he or she regards as valuable and insightful asset for his subordinate. Notwithstanding, as indicated by Porterfield (2003), this could suppress employees' participation and devalue their skills and contributions. As a result, it will deteriorate employees' performance and drive away their enthusiasm for work regardless of whether the task is perfectly completed. Naturally, a manager's job description is to employ his or her expertise to utilize the human capital and competencies to contribute towards organizational benefits (Evans & Bredin, 1987).

A manager needs to act as an integrator that carves out the best combination of all strengths to retrieve optimum results. Khatri (2009) states that a manager only needs to describe the mission, vision and rules of the task and delegate the subordinate to decide how to achieve those goals. Whereas a micromanager would involve himself in the procedure for making decisions to an extent that the subordinate, the original bearer of decision-making power, will be totally deprived of the decision-making (Alvesson & Sveningsson, 2003). The subordinates, who shall be an active part of the team, then incline towards submissive behaviour due to the lack of empowerment. This greatly immobilizes the subordinates until the choice is made by the manager, which leads to significant productivity loss (Porterfield, 2003). Sterrett (2000) argues that lack of management skills in an engineering manager can mislead him with a delusion that he or she has all the right answers. This also creates a sense of superiority in themselves and is reflected in their behaviour. Consequently, by dictating all the decisions and prescribing every step of the process, the micromanager would generate an adverse consequence on working environment (Badger et al., 2009).

Additionally, according to Wright (1999), it is a misconception on the manager that he or she authenticates his answers, without employee's consultation, to be good all the time. Aside from the downside, the engineering manager's control over methodology showcases their valuable knowledge and experience in the engineering environment. Moreover, engineers would respect and trust competent engineering professionals if they realize that working under these professionals will enhance their own skills (Aronberg, 1985). This good connection among supervisors and subordinates, which is built on mutual trust and benefits, lays the groundwork for future collaboration. It is common for junior employees, especially in an engineering environment, that their supervisor or manager inspects their performance for potential flaws, which otherwise might be overlooked by these junior employee (Aronberg, 1985). Supervision and proper guidance are beneficial for training new engineers and equipping them with confidence about their presentation and decisions. It, however, can enlist the manager in the category of micromanagers if he or she inspects subordinates to ensure their compliance with the methods they were instructed to follow (Maloney & Federle, 1991).

ii. *Excessive Reporting and Updates*: Reports and updates are a piece of one's routine work. These are required by the managers to get data on the exhibition of the subordinates so that the manager could use his or her expertise to verify their performance (Maloney & Federle, 1991). However, this approach to control subordinate's performance can turn the beneficial factor into a trait of micromanagement.

White (2010) argues that to satisfy the requirement for methodology control, the micromanager demands overly frequent and unnecessary status reports. Furthermore, because of the micromanager's exploitative motive, most of the reports and details bear no value (Alvesson & Sveningsson, 2003). And no employee is willing to waste his or her efforts in meaningless work. Besides, if this behaviour is stretched too far, the employee would even put less effort inessential reports. This causes deterioration of employees' attitudes and generates a detrimental influence on their work (Badger et. al., 2009).

Hirsch et al. (1958) found that major contributor towards productivity loss was the requirement of activities that did not take advantage of the unique knowledge and skills of the employee. Other sources of potential output loss include working on an assignment that has no value (Liker & Hancock, 1986). This underutilization of talent frustrates and demotivates the employees (Hernson & Krauss, 1987) and decreases productivity and professional initiatives (Presutti, 2006). Hence, maintaining an appropriate balance of feedbacks and reports is deemed as an important trait of management.

Feedback is critical in formulating efficacy perceptions that interact with goal setting to enhance performance motivation (Bandura & Cervone, 1983). As Ivancevich and McMahon (1982) noted that continual performance reporting emphatically affects the performance of engineers. A feedback loop is usually used to analyse the requirement for iteration of the solution. However, Hernson and Krauss (1987) argues that micromanagers use this method to control the outcome and thus have a high urge for feedbacks. This criterion of constant supervision are demeaning to the subordinates as well as a stumbling block to their achievement and creates a feeling of untrustworthiness towards them (Porterfield, 2003).

As Maloney and Federle (1991) explain, a single of major characteristics of a leader is to monitor his team and ensure that his or her subordinates achieve the required objectives while optimally utilizing their competencies. However, taking monitoring to an extreme level can result in employees' lack of ownership of employment and a lack of devotion to the manager (Porterfield, 2003). Consequently, it creates a negative image of the management, as such, depicts micromanagement.

iii. *Control and Manipulation of Time:* According to Khatri (2009), discipline and control are essential elements of a corporation. Moreover, Bacon (2006) states that a fruitful firm is upheld by great manager who lay out sound management controls, while confiding in their subordinates and furnishing them with proper scope to follow up on freely. On the contrary, managers who are afraid to trust their subordinates' performance impose excessive control and under-delegate (Bacon, 2006; White, 2010) and then hover over them to guarantee that the schedule is followed (Pixton et al., 2014).

As discussed previously, micromanagers tend to control not only the outcome yet in addition the process and methodology (Hernson & Krauss, 1987). Thus, to avoid any pitfall in their planned proceedings they try to keep control over the subordinates. According to DeMaio (2009), the micromanager has an inclination to zero in on every detail, disturbing the employee's work schedule and turning their working hours into a private chore.

The scheduling of tasks and providing updates manipulate the limited working hours of the employee. This demotivates them such that the quality of work suffers as a result, and performance remains at the bare minimum (Porterfield, 2003). To cater for their risk aversive nature, micromanager takes away employee participation, the possibility of empowerment, and the opportunity to encourage employees to take responsibility for their decision (Khatri, 2009).

iv. *Failure to Subordinate Self:* Self-subordination means to put aside personal stance and self-interest for the greater good of others. When it comes to management, it means to prioritize the interest of the organization and the team rather than personal interest i.e. focusing on the bigger picture. According to Bacon (2006), when a manager fails at self-subordination, he or she loses the view of the bigger picture and the greater good while thinking of himself or herself as a pragmatic and a perfectionist. Livingston (2003) advocates that what managers believe about themselves is subtly reflected in their expectations of their direct reports and how they treat them. The expectations and treatment in turn directly affect subordinates' performance, since subordinates adjust their behaviour to meet these criteria, no matter what effect they would have on the entire business. Thus, the self-construct of a manager has a vital role in his managerial behaviour. This is supported by Bacon (2006), enlisting twelve 'self-constructs' for good leadership, including autonomy, detail/big picture focus and need for power. It explains the significance of these elements in managerial behaviour. Self-efficacy is believed to be an important factor in predicting work-related effectiveness (Luthans & Peterson, 2002). Self-efficacy can be greatly useful for managers because it empowers them to take more initiatives and sustain effort towards task accomplishment (Bandura, 1986; Stajkovic & Luthans, 1998). While promotion in the managerial ladder is typically accompanied by an increase in responsibility in addition authority, it may strengthen self-efficacy to a dangerous level where the manager becomes self-centred. If the feeling of responsibilities is not catered properly, the manager could become excessively risk aversive, and create an imbalance in detail/big picture (Bacon, 2006).

v. *Excessive Approval Requirement:* It is an obligation of the manager that objectives and results, established in his or her mind, are also clearly communicated to the employee (Goleman, 2000). If the employee does not have a clear idea of objectives, he or she will report to the manager and seek approval at each step. This happens because everyone wants to execute but does not want to take the responsibility (Khatri, 2009).According to Hernson and Krauss (1987), in engineering firms the manager is an experienced technical specialist, and involves himself or herself and controls minute details of the process. This puts pressure on his or her subordinates to consult him or her at every phase of the task. The manager is also burdened with unnecessary stress and exhaustion (Porterfield, 2003). In addition, it also makes the micromanager overloaded with routine decisions, some of which border on triviality (Khatri, 2009). Moreover, it distracts the manager from other more important tasks he or she should focus on. Bacon (2006) argues that micromanager nit-picking the subtleties to the extent that those below him or her have little latitude to act on and cannot perform their jobs without manager's interference. The driver of initiative, constituting of responsibility, designation and decentralization, materializes the objectives of the manager (Sabourin, 2012). However, micromanagers lack delegation and decentralization so as to effect the overall team performance. This situation of narrowly selective, task-oriented rigidity will preclude the employee from initiating important tasks well within the scope of their job description (Presutti, 2006). Furthermore, it takes away the feeling of shared responsibility. According to Porterfield (2003), for most organizations, the employees' skills are a valuable asset, while constantly hovered over associations don't have such competitive edge.

Employee Morale

Morale is the most essential psychological state of mind of an individual which is conveyed in the form of self-confidence, zeal and devotion towards an organization. Thus, morale is viewed as a person's attitude towards being part of an organization and it reveals the satisfaction and the sense of accomplishment they obtain as a result of being a member of the group (Kandhakumar & Balasingh, 2016). Hence, employees' morale is a term for total viewpoints, attitudes, fulfilment and self-assurance that they feel at work (Heathfield, 2018). Accordingly, morale is an indispensable element of organizational success for it mirrors individuals' and groups' attitudes and beliefs have towards organizational goals. Morale is important, demonstrated by employee zeal, willing conformance with rules and instructions and readiness to liaise in collaboration with others realizing organizational goals. On the contrary, poor morale is demonstrated by aloofness, resistance, sentiments of dissuasion and aversion of jobs.

Organisations today are endeavouring to keep up positive morale among its workers, since workers with positive morale perform better, reduce the rate of absenteeism and waste, tend to be devoted and consequently increase the productivity of organisations (Kandhakumar & Balasingh, 2016). Thusly, it is essential to know the variables, for example, leadership style, absence of incentive schemes, imprecise promotion procedures, unsafe working environment, ineffective communication and just to mention a few (Holliday, 2007; Sankey, 2011**;** Wittmer, 2000). That impact the assurance of workers and how to change them. Thus, Finger (2005) expressed that there is no single factor that regularly describes good or poor morale, but morale could be impacted by a mix of factors. One crucial stage in enhancing employees' morale is to build a culture where the individuals in the team understand that their wellbeing and morale at work is significant (Bennett & Hess, 2001). At the point when the resolve of workers is high, usefulness and attitude towards work progresses. Morale is more impacted from the top down (management) than from the bottom up (first line employees). Morale can be a driving force for organisational development (Ewton, 2007). For that reason, Millett (2010) revealed that morale among employees is significant for the following reasons; improving productivity, performance and quality, greater consideration for details, a safer working conditions and increased efficiency.

Employee Turnover

Employee turnover, according to Abassi et al. (2000), is the movement of workers within the labor enterprises, jobs, and vocations, as well as between phases of employment and unemployment. Price (1977) also defined turnover as the ratio of the number of organizational members who left during the study period divided by the average number of individuals in the study period. The pace at which a business hires and discharges employees is referred to as employee turnover or labor turnover. Two basic ways to explain it are "how long employees tend to stay" and "the velocity of traffic through the revolving door."

Individual enterprises and their industries' turnover are both measured. Whenever an organization has a high turnover rate in contrast with its rivals, it implies that its workers have a more limited normal residency than workers at different organizations in a similar industry. Assuming that equipped people are oftentimes leaving and the functioning pool has a huge level of novice labourers, exorbitant turnover can be impeding to an organization's creation. Employee turnover can be caused through an employee being dismissed from the organization, an employee resigning from the organization or an employing retiring (Kwadwo, 2012). Reasons for turnover can be due to both internal and external factors and will vary between different groups of employees and the individual employees themselves. Employee turnover is affected by the organizations external and internal environmental factors. Increase in demand and better working conditions for particular skilled labour in the industry, the social and cultural factors of the environment within which the organization operates are all external factors that influence employee turnover. Internal factors such as the organizations structure, reward packages and policies also affect the employee turnover.

Turnover is the total inverse of maintenance, and it refers to the percentage of employees who leave the company for any reason (Phillips & Edwards, 2009). Total turnover, according to Phillips and Edwards (2009), is the total number of employees who leave the company in a given period divided by the average number of employees in that period. Employee turnover can be voluntary or involuntary; involuntary turnover is caused by the organization, whereas voluntary turnover is caused by the employees themselves (Noe et al., 2003).

Types of Employee Turnover

Heneman and Judge (2009) classified four types of employee turnover into two categories in their study. It can be shown that turnover is either voluntary or involuntary, depending on who initiates it: the person or the company.

i. *Involuntary Turnover:* Involuntary turnover is split into discharge and downsizing types. Discharge turnover is targeted at a single employee owing to issues with discipline and/or job performance. Downsizing turnover occurs as a feature of a reorganization or cost-cutting exercise aimed at improving organizational effectiveness and increasing shareholder value.

ii. *Voluntary Turnover:* Thus, voluntary turnover is divided into avoidable and unavoidable turnover. Avoidable turnover is characterized as turnover that might have been avoided if specific organizational exercises, for example, a pay raise or a new work assignment, had been implemented. Unavoidable turnover, then again, is characterized as a turnover that occurs due to unavoidable conditions. For example, an employee's death or the migration of a spouse.

Thus, a few variables, like an individual from staff's inability, are fairly outside the control of the executives. Other circumstances that have been classified as involuntary turnover in the past incorporate the need to really focus on youngsters or elderly relatives. Today, such causes ought not be considered to be compulsory turnover on the grounds that both government regulation and firm's strategy permit such representatives to get back to work or work on a more adaptable premise (Ongori, 2007).

Employee Productivity

Employee productivity is a measurement of a worker's or a group of workers' efficiency. In actual terms, productivity is a component which directly affects the company's profits (Sels et al., 2006). Productivity can be measured in terms of an employee's output over a set period of time. Typically, a worker's productivity is measured in comparison to a national average of employees doing similar work. It can likewise be estimated as far as the number of units of a product or service a worker handles in a given timeframe (Piana, 2001). Worker efficiency has turned into a significant objective for organizations on the grounds that the progress of an organization is generally subject to the usefulness of its workers (Cato & Gordon, 2009; Sharma & Sharma, 2014).

Many examinations have zeroed in on a couple of ways of estimating usefulness and since a wide range of approaches are taken, it tends to be trying to analyze the outcomes (Nollman, 2013). Generally speaking, there is an absence of a normalized and compelling method for estimating production. Worker productivity, as indicated by Sharma and Sharma), (not set in stone by how much time a worker is genuinely present at their specific job, as well as the degree to which the person is "intellectually present" or proficiently working during that time. Organizations ought to resolve such issues to guarantee high employee productivity. As indicated by Ferreira and Du Plessis (2009), productivity can be estimated by how much time an individual spends effectively playing out the work for which the person in question was utilized, to accomplish the ideal outcomes determined part of the expected set of responsibilities.

The advantages of worker productivity that lead to organizational success have been all around examined in past writing. Higher productivity, as indicated by Sharma and Sharma (2014), prompts monetary development, expanded benefit, and social improvement. It is simply by expanding efficiency, workers can get better wages/pay rates, working circumstances and bigger business valuable open doors. Cato and Gordon (2009) likewise demonstrated that adjusting the essential objective to staff efficiency is basic to an association's prosperity. Because of this arrangement, workers will be more roused and propelled to be more inventive, which will help their presentation viability in gathering organization objectives and goals (Morales et al., 2001; Obdulio, 2014). Moreover, expanding efficiency will in general increase in competitive advantage by bringing down costs and working on yield quality.

II. MICROMANAGING BEHAVIOUR AND EMPLOYEE PRODUCTIVITY

Managers who fail at determining the correct amount of guidance and direction they should provide employees are often guilty of micromanagement. Knowing the contrast between basic management and micromanagement can save an organization the cost of turnover and the impacts micromanagement has on employee production, advancement and potential (Mayhew, 2020). Employee productivity is hampered by micromanagement (Mayhew, 2020). Managers are supposed to notice their employees' work and correct or guide them as needed. However, the time spent demonstrating each task to staff will gradually eat into the time allocated to actual output. Micromanagement can eat into time better spent addressing corporate requirements and serving clients' requests, whether it occurs in a production-oriented or service-oriented work environment. Workers whose performance evaluation appraisals are reliant upon production levels might be evaluated lower than anticipated for no great explanation.

Micromanaging a supervisor's staff also inhibits them from exhibiting inclination and potential. Checking each occupation task unnecessarily hinders individuals' ability to assume progressively responsible roles. Employees lose initiative as well as the motivation to make their own decisions, both of which are professional qualities that many promotions are founded on. Employees who are subjected to micromanagement frequently believe that demonstrating these attributes is pointless because their supervisors deprive them of the drive to demonstrate their ability to perform at a higher level. Employee aptitude fades over time and becomes so obscured that there is no way to advance in a career.

Furthermore, employees who have their work continually scrutinized by their bosses eventually lose interest and motivation. They begin to question why they were given specific responsibilities if a manager repeatedly tells them how to execute each job activity. Constant supervision leads to job disengagement; the employee's job is no longer challenging or fulfilling. Employee disengagement can present itself in a variety of ways, including poor performance, decreased productivity, and low morale (Mayhew, 2020). Employees that are disengaged grow restless and seek out methods to vent their dissatisfaction. Employees that are frustrated become unsatisfied, and the employer-employee relationship weakens as a result.

Furthermore, many employees start their careers as young professionals who require guidance and supervision; however, as they gain experience, their need for direction and oversight steadily diminishes. When bosses micromanage their employees, employees may assume that their only option is to look for work elsewhere. A person's career path gets disrupted when they move from one role to another. This can happen when employees move from one firm to another, but it can also happen when employees move from being micromanaged in one department to being micromanaged in another within the same company.

Gap in Literature

Li and Khalid (2015) suggested in their study that micromanaging has turned into a frequent management trait that is seen as bad. They additionally contended that there is little research on the technical point of view of micromanagement and why and how it occurs, especially in an engineering environment. Consequently, they sought to reveal and analyse the symptoms of micromanagement in an engineering environment. In addition, a quantitative and statistical study is carried out to discover which micromanagement aspects are important when managing a group of technical workers. Through their analysis, they established that the attitude of managers and subordinates towards the symptoms of micromanagement is rather different. Managers' opinions on the five symptoms were found to be very constant, whereas subordinates' judgments were shown to be inconsistent. They find that both groups had the same opinion on three of the five symptoms based on the consistency of replies across the two groups. The ranking of each symptom in the two groups, however, differs slightly. The research aided academic learning of general micromanagement while also bolstering micromanagement research in the field of engineering management.

Onu, (2017) researched certain table water producing and packaging companies in the Alimosho/Ejigbo area of Lagos State to evaluate micro-managing as a management style in chosen firms in Nigeria. The research methods adopted survey questionnaire and semi structured interview. Forty-two organizations critically chosen gave usable reactions, while five every one of the executive individuals from its trade affiliation and non-leader managers were consulted. Distinct and inferential measurable methodologies were utilized to look at the survey. Micromanaging is suitable in managing small enterprises in Nigeria given its operational environment, according to some of the studies. The findings of this study backed up the contingency management theory and disproved the idea that management styles are universally applicable. It was concluded that the operating environment of a business determines the suitable management style (s).

Poornima (2017) conducted another study to investigate the effects of company micromanagement on BPO personnel. The researcher discovers bosses' micromanaging style among employees, yet it encounters opposition from employees, resulting in employee unhappiness and a drop in performance. When compared to non-voice and other shifts, voice process BPO employees and rotational shift personnel are more affected by micromanagement. Employees that work a rotating shift or at night have worse performance. Significant disparities between types of work in BPO and satisfaction and performance have been demonstrated. Employee happiness and shift work, as measured by t-test and ANOVA. For demographic information of primary data, percentage analysis was employed. It was proposed that employers limit the impact of micromanaging behavior on BPO personnel in order to improve employee satisfaction and performance.

There has been minimal research on the reasons of micromanagement and its impact on employee job satisfaction and productivity, according to Wright (1999). Consequently, the study sought to determine how competitive pressure and a manager's Growth, Needs and Strength (GNS) affect the degree to which a company micro manages its sales force. Micromanagement can have an effect on a person's autonomy, which interacts with his GNS to influence job satisfaction and productivity. A study of fifty-six medical sales representatives in the northeastern United States found a strong link between micromanagement and autonomy, the manager's GNS and autonomy, and the degree of micromanagement and the manager's GNS, as well as a weak link between autonomy and job satisfaction, with the representative's GNS as an interactor. With the representative's GNS as an interactor, there was no association between competitive pressure and the degree of micromanagement, productivity, or autonomy.

Oloko (2019) investigated the association between workplace trust and micromanaging behavior in the restaurant business in Rivers State. Cross sectional research design was adopted in studying one hundred and sixty (160) members of staff from a total of two hundred and sixty-six (266) staff in the 36 restaurants. Our respondents were non-managerial employees constituting the population of the study. From the field survey, they retrieved and analyzed one hundred and fifty two (152) copies of questionnaire from the participants; Spearman’s rank correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained were used to test hypotheses developed for the study. The findings demonstrated a significant association between affective and cognitive based trust, as well as micromanaging behaviour, as characteristics of workplace trust. It was then concluded that firms should have that confidence in their employees to the point of delegating some tasks which will help the employees to become innovative and also broaden their horizon. This gave rise to our recommendations; that restaurant supervisors should develop trust in their subordinates that arises from their emotion and reduces their workload by assigning tasks to their subordinates; also they should develop corporate cultures that educate the supervisors on the need for employee participation in decisions concerning their welfare.

Of the myriads of studies on micromanaging behaviour, there appear to be none on its relationship with employee productivity. Furthermore, those that looked at micromanagement in relation to performance were not on SMEs. Lastly, the study area for most of the studies were in other climes. All of these represents gaps in literature; hence this study seeks to fill in this gap by examining the relationship between micromanaging behaviour and employee productivity in SMEs in Rivers State.

III. SUMMARY

The review revealed that a company is always in need of an individual to lead/manage its employees. However, some managers have been known to want to direct and control every move/task performed by their subordinates (known as micromanagement), which creates a sense of insecurity and disengagement among the employees. Micromanaging is beneficial in some short-term circumstances like handling new employees, enhancing the efficiency level of underperforming employees, managing high-risk areas and when there is no one to take charge of any work. Long-term association with micromanagement, on the other hand, can have a significant financial impact due to high turnover, low employee morale, decreased productivity, and customer discontent. Consequently, to probe this form of management and understand it better, the study correlated micromanagement with the concepts of employee productivity, measured by employee morale and employee turnover, to determine whether a cause and effect relationship exist.

Micromanagement is described as management that is characterized by a high level of control or attention to detail. Four views can be used to understand the causes of micromanagement - corporate culture, manager's personality and attributes of subordinates. Corporate culture deals with the connection between organizational culture and micromanaging behaviour. Personality of manager is based on the premise that the way a person behaves in a certain manner depends on his or her personality. Attributes of subordinate as the name implies looks at the characteristics of subordinates are another factor influencing engineering managers' managerial behaviour. Excessive control over methods, excessive reporting and updates, control and manipulation of time, failure to subordinate self, and excessive permission requirements are among the five key signs of micromanagement highlighted by the review.

Employee productivity in SMEs, on the other hand, was examined. Employee productivity is a measurement of a worker's or a group of workers' efficiency. In reality, productivity is a factor that has a direct impact on a company's earnings. Productivity can be measured in terms of an employee's output over a set period of time. It was also discovered that because many studies have concentrated on one or two methods of measuring productivity and because many diverse methodologies are employed, comparing the results can be difficult. Overall, there is a lack of a standardized and effective way to measure production. Regardless, increased productivity leads to increased economic growth, profitability, and social improvement. Employees can only get better wages/salaries, working conditions, and job possibilities if they increase their production.

In addition, staff morale and turnover were included as productivity indicators in this study. Morale is the most important psychological state of mind that an individual may have, and it manifests itself in the shape of self-assurance, zeal, and commitment to a company. As a result, morale is defined as a person's attitude toward being a part of an organization, and it expresses how satisfied and accomplished they feel as a member of the group. Employee morale is defined as a person's overall opinions, attitudes, fulfillment, and self-assurance at work. Organizations today strive to maintain positive morale among their employees because happy employees perform better, have lower absenteeism and waste rates, are more loyal, and so boost the productivity of the company. Employee turnover, on the other hand, is defined as the movement of workers around the labor market, including between firms, jobs, and occupations, as well as between states of employment and unemployment. Employee turnover was classified into two categories: voluntary (initiated by employees) and involuntary (started by management) (initiated by organization). Discharge and downsizing are the two types of involuntary turnover. Discharge turnover is targeted at a single employee owing to issues with discipline and/or job performance. Downsizing turnover occurs as part of a reorganization or cost-cutting exercise aimed at improving organizational effectiveness and increasing shareholder value. In turn, voluntary turnover is divided into avoidable and unavoidable turnover. Avoidable turnover is defined as turnover that might have been avoided if specific organizational activities, such as a pay raise or a new work assignment, had been implemented. Unavoidable turnover, on the other hand, is defined as a turnover that occurs due to unavoidable conditions. For example, an employee's death or the migration of a spouse.

There is a theoretical link between micromanaging behavior and employee productivity, according to the research. Employee productivity is hampered by micromanagement, according to the report. This is due to the fact that managers are supposed to monitor their employees' work and provide direction or correction as needed. However, the time spent demonstrating each task to staff will gradually eat into the time allocated to actual output. Micromanagement can eat into time better spent meeting corporate needs and serving customers' demands, whether it occurs in a production-oriented or service-oriented work environment. Employees whose performance appraisal ratings are dependent on production levels may be rated lower than predicted for no reason.

IV. CONCLUSION AND RECOMMENDATIONS

Micromanagement isn't always a bad thing; it might be beneficial in certain situations. It can be advantageous to a company if it is done correctly. Managers must be aware of their employees' performance and attitude, but this must be done in a non-judgmental manner. They must be able to engage with individuals in a respectful and polite manner, and ensure that the inputs they provide add value to the process rather than bogging it down with unnecessary information. Employees, on the other hand, must be proactive in their responsibilities and take action if they believe they are being micromanaged. Whether the micromanager or the micromanaged is in charge, both must assess the situation. If micromanagement is becoming restrictive and oppressive, try to change it as soon as possible, because it will eventually damage the organization's overall productivity.

i. Instead of interfering with their employees' work, small business owners should give duties depending on their employees' strong suits.
ii. Small business owners should have faith in their employees. When delegating responsibilities, they should feel free to entrust the assignment to competent employees. Structured check-ins should

be used by junior staff instead of doing it on their own. These check-ins should be brief and have specific objectives.

iii. Small business owners should consider what information and resources an employee would require to complete delegated duties on their own, and focus on providing that information rather than performing the activity for them.

iv. Instead of focusing on the process itself, small business owners should concentrate on the outcomes they want to see at the end of a project.

v. Small business owners should state the assignment's end aim and then ask their employees how they would handle the problem. Their technique is likely to differ from yours, yet it may be more efficient or innovative than your initial concept.

vi. Small business owners should provide their staff the freedom to make mistakes. No one is perfect, but by allowing employees to make errors, they will be able to learn and improve

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