



ISSN Print: 2394-7500  
ISSN Online: 2394-5869  
Impact Factor: 5.2  
IJAR 2017; 3(11): 89-93  
www.allresearchjournal.com  
Received: 15-09-2017  
Accepted: 16-10-2017

**Poornima M**

M.Phil (Research Scholar),  
GRD IM, Dr. GRD College of  
Science, Coimbatore,  
Tamil Nadu, India

**Dr. Kavitha S**

Associate Professor, GRD IM,  
Dr. GRD College of Science,  
Coimbatore, Tamil Nadu,  
India

## A study on effect of micromanagement towards BPO employees

**Poornima M**

**Abstract**

In the study, we can conclude the effects of micromanagement of the companies among BPO employees. The researcher finds the micromanaging way of superiors among the employees, but it feels resistance to employees, and reflects in the dissatisfaction of employees and reduction in the performance. Voice process BPO employees and also rotational shift employees are suffering more to the micromanagement when compare to non-voice and other shifts. Rotational shift and night employees are facing more reduction in the performance. It is proved that significant differences between type of work in BPO and satisfaction, performances. Shift work of employees and satisfaction, performances by t-test and ANOVA. Percentage analysis used for demographic details of primary data. It is suggested that companies should reduce the effect of micromanaging behaviour towards BPO employees to increase in the satisfaction and performance of employees.

**Keywords:** Micromanagement, performance, frustration, satisfaction, BPO employees

### 1. Introduction

In the modern business world, all the corporates are aiming only to increase their market than the employees, in order to achieve their goals and objectives they would have to follow management ethics, but some management behaviour would cause frustration to the employees especially in BPO sectors. It is the Customer service, who is connecting directly to the customers, so the management concentrating more on their work and performance in achieving target. They are following micromanagement concept which are frustrating the employees with damaging effect.

### 2. Statement of problem

The managers and supervisors in an Organisation concentrate their efforts towards ensuring the goals and objectives. So they met the services effectively and efficiently by Human resource Department. So in order to attains the goals management equips a way through the managers, team leaders etc. to micromanage the employees i.e. by concentrate more on their work, observing each and every step of the work, decision by authorities, made them to update, providing clear cut job description always etc. But there will be a chance to affect the performance of employees, satisfaction because of the micromanaging behaviour. Few studies were undertaken about micromanagement but this study will ensure the concept for future research.

### 3. Objectives of the study

- To study about the micromanagement towards BPO employees
- To analyze whether micromanagement affects employee satisfaction.
- To analyze whether micromanagement affects employee performance

### 4. Micromanagement- Literature Review

Micromanagement is a management style whereby a manager closely observes or controls the work of subordinates or employees<sup>[1]</sup>.

Attention to small details in the management, it is control of a person or situation by paying extreme attention to small details. It will create a perpetual environment of dependency, inefficiency and unease and at worst, render irreparable harm to staff morale<sup>[2]</sup>.

**Correspondence**

**Poornima M**

M.Phil (Research Scholar),  
GRD IM, Dr. GRD College of  
Science, Coimbatore,  
Tamil Nadu, India

The micromanagers tends to zero in every detail disrupting the work schedule of the employees and turning their working hours into a private drudgery (DeMaio, 2009)

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 do it (White 2010).

Taking monitoring to an extreme level can result in employees' lack of ownership of work and little loyalty to the manager (Porterfield, 2003).

It also makes the micromanager overloaded with routine decisions, some of which border on triviality (Khatri, 2009).

**5. Research Methodology**

**Research Type:** Descriptive Research was used because of nature of the study.

**Sampling Methods:** Convenience sampling was applied in this study.

**Sample Size:** 100 BPO employees

**Data Collection:** Primary data collected for this study by online surveys. Secondary data for this study from websites, journals, books, etc.

**6. Limitations of the Study**

- The period of the study is too short.
- The sample is restricted to only 100.
- The study focuses only towards BPO employees.

**7. Analysis and Results**

**i) Demographic Details of the respondents**

Demographic Details		Percentage
Gender	Male	64%
	Female	36%
Total		100%
Age	20-22 years	11%
	22-25 years	40%
	25-30 years	27%
	Above 30 years	22%
Total		100%
Years of Experience	Below 2 years	36%
	2-5 years	37%
	5-7 years	9%
	Above 7 years	18%
Total		100%

**ii) Job details of the respondents**

Job Details		Percentage
Type of Job in BPO	Voice	60%
	Non- Voice	40%
Total		100%
Shift working by employees	Day Shift	12%
	Night Shift	28%
	Mid-night/ Mid-day Shift	20%
	Rotational Shift	40%
Total		100%

**Interpretation:** According to the study male employees are or than female employees. Most of the employees between the age group 22-25 years, so as they have less experience and they more concentration by company. Most of the employees are below 2 years and 2-5 years of experience.

Majority parts of the employees are involving in BPO voice (60%) process. And they have mostly rotational shift based on the customers.

**iii) Micromanaging behaviour by the Organisations**

Micromanagement ways to employees					
	Always	Often	Sometimes	Rarely	Not at all
Job Description decided by superior	22%	44%	12%	11%	11%
Regular Feedback	21%	39%	22%	8%	10%
	Extremely	Moderately	Neutral	Slightly	Not at all
Instruction for each step of work	40%	30%	10%	20%	0
Making to update.	37%	36%	27%	0	0

**Interpretation:** Above table says, most of the employees say that their job description is often decided by superiors. Mostly they are getting regular feedback whether good or

bad for each work, Superiors instructing them for each and every step of the work, the management making the employees to update the technologies, information often.

Micromanagement ways to employees					
	S.A	Agree	Neutral	Disagree	S.D.A
Analyzing even a Small mistake	23%	40%	20%	17%	0
Even lower level decision taken by superiors	30%	20%	30%	11%	9%

**Interpretation:** Most of the employees agree that if they done a small the management can able to know, Even for

the subordinate level decision the employees need to consult the superior and decision made by superiors.

**iv) Micromanagement affects employees satisfaction**

**• Type of job in BPO**

Satisfaction of employees	Type of job in BPO	F-value	T-value	Sig.
Working hours	Voice	6.712	3.776	0.011
	Non- Voice		3.992	
Training methods	Voice	7.422	-8.023	0.008
	Non- Voice		-7.495	
Coordination by superior	Voice	4.588	-3.353	0.035
	Non- Voice		-3.546	
Promotion techniques	Voice	4.784	-8.151	0.031
	Non- Voice		-7.807	
Superior guidance	Voice	16.872	-4.852	0.000
	Non- Voice		-5.623	

**Null Hypothesis:** There is no significant difference between type of job in BPO and satisfaction of employees

**Interpretation:** If p-value is less than 0.05(5%) level of significance, it is concluded that there is a significant relationship. In the table, sig value of satisfaction of working hours (0.011), training methods (0.008),

coordination by superior (0.035), promotion techniques (0.031) and superior guidance (0.000). Hence null hypothesis is rejected, so there is a significant difference between type of job in BPO and satisfaction of employees.

**• Shift work of employees**

Satisfaction of employees	Shift working of employees	F-value	Sig.
Working hours	Day shift	21.003	0.000
	Night Shift		
	Midday/Midnight shift		
	Rotational Shift		
Training methods	Day shift	12.455	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Coordination by superior	Day shift	60.797	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Promotion techniques	Day shift	4.412	0.006
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Superior guidance	Day shift	47.156	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		

**Null Hypothesis:** There is no significant difference between employees' shift of working and satisfaction of employees.

**Interpretation:** In the above table, sig value of working hours (0.000), training methods (0.000), coordination (0.000), promotion techniques (0.006) and superior guidance(0.000) is less than 0.05(5%) level of significance.

Hence null hypothesis is rejected, so it is concluded that there is a significant difference between shift working by employees and satisfaction of employees.

**v) Micromanagement affects employees' performances.**

**• Type of job in BPO**

Performance of employees	Type of job in BPO	F-value	T-value	Sig.
Delay in task	Voice	0.135	-5.988	0.714
	Non- Voice		-5.829	
Tension in work	Voice	23.447	-3.653	0.000
	Non- Voice		-3.331	
Holiday work affect efficiency	Voice	0.019	-0.561	0.891
	Non- Voice		-0.560	
Lack of proper refreshments affect effectiveness	Voice	2.033	3.508	0.157
	Non- Voice		3.445	
Fail to cooperate	Voice	23.447	-3.653	0.000
	Non- Voice		-3.331	
Over Workload reduces interest	Voice	6.712	1.888	0.011
	Non- Voice		1.996	

**Null Hypothesis:** There is no significant difference between type of job in BPO and performance reduction of employees

**Interpretation:** In the above table, sig value of tension in work (0.000), fail to cooperate (0.000), and workload reduces interest (0.011), is less than 0.05(5%) level of significance. Hence null hypothesis is rejected, so it is

concluded that there is a significant difference between type of work in BPO working by employees and Performance of employees.

• **Employees work Shift**

Employees' Performance	Shift working by employees	F-value	Sig.
Delay in task	Day shift	12.853	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Tension in work	Day shift	48.011	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Holiday work affect efficiency	Day shift	0.056	0.982
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Lack of proper refreshments affect effectiveness	Day shift	48.308	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Fail to cooperate	Day shift	13.918	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		
Over Workload reduces interest	Day shift	43.943	0.000
	Night Shift		
	Mid-day/Mid-night shift		
	Rotational Shift		

**Null Hypothesis:** There is no significant difference between employees' shift of working and performance reduction of employees.

**Interpretation:** In the above table, sig value of task delay (0.000), tension in work (0.000), lack of refreshments affect effectiveness (0.000), fail to cooperate (0.000), and workload reduces interest (0.000), is less than 0.05(5%) level of significance. Hence null hypothesis is rejected, so it is concluded that there is a significant difference between shift of employees by employees and Performance of employees.

**8. Findings of the study**

The findings are

- The voice process employees are facing micromanaging more than non-voice employees, rotational shift employees are facing micromanaging behaviour compare to other shifts because of change in shift will change in performance.
- Employees with low experience i.e. below 2 years and 2-4 years are having micromanaging because they did not have much knowledge when compare to others.
- Non voice process employees are more satisfied with their work when compared to voice process employees because non voice employees is not having much restrictions than in voice.
- Day shift employees are satisfied when comparing to other shifts because they are not facing much problems including physical and mental problems. When other shift employees are dissatisfied.

- Rotational shift and night shift employees and voice process employees are more affecting in performance because of the companies' micromanaging behaviour.
- Employees have many negative connotations regarding these type of management policies, it reduces the interest and efficiency in work, and result in lack of satisfaction in their job. It results in employee turnover, delay to achieve task, lack of smooth relationship between employees and superiors.

**9. Suggestions and Conclusions**

In this study, we can conclude that BPO employees are facing micromanaging behaviour more than employees in other fields. So that to increase satisfaction of employees, the company should cooperate with mindset of employees in most of the situations, the company can control the micromanaging effect towards employees. To increase the performance, employees needs the rewards and recognition, motivation, etc. by decision making by their own, correcting mistakes, employees' smooth relationship and by giving positive feedbacks etc. On behalf of these points the employees can increase their performance without any dissatisfaction.

**10. References**

1. Jie Li, Umer Khalid. Micromanaging behaviour and engineering management, Lund University Publications Student Papers, 2015. MGTN59 20151.
2. Linda Barnes. Damaging effects of Micromanagement, American Society of Public Administration, 2015, 31.
3. Jack Wallen. 6 big dangers of micromanagement, 2015.

4. Frode Heimen. Consequences of Micromanagement, 2010.
5. Petra Petrovics. SPSS tutorial & Exercise Book for business statistics Faculty of economics, Institute of Business Information and Methods, Department of business Statistics and Economic Forecasting, University of Miskolc, 2012.
6. Jack Wallen. 6 big dangers of micromanagement, 2015.
7. Lind Barnes. Damaging effects of Micromanagement. 2015.
8. [www.chron.com](http://www.chron.com)
9. [www.pluralsight.com](http://www.pluralsight.com)