

## **Micro-Managing: Between Management Styles and Environmental Realities**

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**Abstract:** This paper evaluated micro-managing as a management style in selected firms in Nigeria, using some table water producing and packaging companies in Alimosho/Ejigbo area of Lagos State as a study. The research methods adopted survey questionnaire and semi structured interview. Forty two companies judgmentally selected provided usable responses, while five each of the executive members of its trade association and non-executive directors were interviewed. The questionnaire was analyzed using descriptive and inferential statistical tools. Some of the findings were that micromanaging is appropriate in managing small businesses in Nigeria given its operating environment. The result of this study supported the contingency management theory and refuted the generalization of the applicability of management styles across countries. It concluded that business operating environment defines appropriate management style(s). This study has lent a principled voice and balance to micro-management discourse. Further research is necessary for different cultures and bigger organizations.

**Key words:** Contingency Management Theory, Environmental Realities, Management Style, Micromanaging,

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### **I. INTRODUCTION**

Historically, different management principles and philosophies have been propounded by diverse writers. Management students are undoubtedly familiar with Taylor's scientific management; Fayol's administrative theory; Weber's bureaucratic organization; Mayo's human relations school; Maslow and McGregor's behavioral (human resources) philosophy; Bertalanffy's systems approach; Fiedler's contingency management; Drucker's knowledge organization, among others. Distinctly, each of these writers was addressing extant contemporary management problems during their time. Each, too, was influenced by the operating environment, personal background, education and experience. This situation has not changed. Since each theory was meant to address existing management problem at some given time; it would therefore be presumptuous if their universal applicability is presumed, without commensurate modification for possible adaptability to changing operating environment. Even Fayol rejected the notion of management principles as unquestioned and rigid way of doing things. Rather he noted that principles are flexible and capable of adaptation to every need; it is a matter of knowing how (and when) to make use of them... (Wren and Bedeian<sup>[1]</sup>). Hofstede<sup>[2]</sup> also argued that comparison in social sciences is most appropriate in contiguous and homogenous cultures, while he severely criticized attempts at generalization.

Management styles are the manager's strategies of making decisions and relating to subordinates. It could be categorized into two main contrasting styles: autocratic and laissez faire. Other in-between types include bureaucratic, democratic, transformational, consultative, and Asian paternalistic model. The arrangement is in a descending order from structure- orientation to employee- orientation. The bureaucrat rule by the 'books' and subordinates must strictly obey company rules and regulations. For example, promotion should be by seniority, and communication flows from top to down. This style encourages undue delays in decision making and causes frustrations to creative and innovative employees. The laissez-faire leader, on the other end, is permissive; 'a good guy' who does not want to hurt anybody, even at the expense of organizational productivity and effectiveness. However, in a knowledge based organization, his actions could be taken for comradeship, capable of engineering team work. Therefore, the appropriateness of a style depends on the situation. The management style of an organization should be dependent on the nature of the task, organizational structure/culture, manager's personality and the demands of other external stakeholders.

### **1.1 A Discourse on Micro-Management (MM)**

In business management, micro-management is a management style where the manager closely observes or controls the work of subordinates. Micro-management according to Sidhu <sup>[3]</sup> is “to manage especially with excessive control or attention to details.” The online dictionary Encarta defines it as attention to small details in management: control of a person or a situation by paying extreme attention to small details. Micromanaging generally has a negative connotation (Bielaszka-Duvernay <sup>[4]</sup>), as a micromanager is cast as a typical autocratic leader who retains as much power and decision making authority as possible. The staff is not consulted before decisions that affect them are made and therefore has little or no input; orders must be obeyed without receiving any explanation, and, there are a structured set of rewards and punishments. Micromanaging falls within the domain of the directive autocrat.

Further arguments exist against micro-managing (MM) style of leadership. Fred Chittenden quoted in Formichelli <sup>[5]</sup> likened MM employees to “plants in a garden that cannot grow to their full potential.” A similar study by De-Caro, Thomas, Albert, Beilock <sup>[6]</sup> showed that employees, who felt they were being watched, consistently performed at a lower level. Martinez-Lewi<sup>[7]</sup> and Ransky <sup>[8]</sup> and Meier <sup>[9]</sup> likened micromanaging to narcissism (the pursuit of power, excesses, and the abuse of others in the pursuit of these ends). They accused micromanagers of having psychopathic personalities, being control freaks, paranoid, incompetent, and that their activities are toxic to organizational effectiveness.

However, few theoretical and empirical works have agreed that certain organizational circumstances predispose it to MM application. King <sup>[10]</sup> said, “It’s ok to micromanage sometimes.” Riordan <sup>[11]</sup> asserted that MM is sometimes good and necessary. Specifically he mentioned situations of new strategy, disappointing results, lingering projects, and serious customer complaints. Sidhu <sup>[3]</sup> described micromanagement as a redeeming Project Management Tool in Crisis. Goldsmith and Goldsmith <sup>[12]</sup> concluded that MM is not a dirty word if you do it right. Micromanagement is not always a choice, but industrial standard, e.g. during audits, investigations, trouble shooting, editing a document and policy audit. So the question is not whether or not you micromanage; it is how to do it correctly.

Furthermore, MM may be justified if the task is new, complicated, value laden, requires great care, and quality control. Should there be time constraints in meeting customer orders or statutory requirement, MM may become a way out. As a supervisor, if you are stuck with an underperforming staff, you have no option but to micromanage. The reporting system in a hierarchical/matrix organizational structure may necessitate MM. A manager that is detail-oriented, emotionally insecure and doubt employees’ competence is likely to be predisposed to MM.

Though the focus is on micromanaging, it is important to identify macromanaging as the other side of the coin. Used in a constructive sense, a macromanager is one who is concerned with the ‘big picture’, creates a clear vision, establishes appropriate boundaries, and facilitates team collaboration. At the other extreme, macromanagers may be lax and leave their employees with a lack of direction in decision making. They (macromanagers) may have their hands ‘full’ in many other projects there is no time for effective supervision. In contrast to micromanaging, employees who need guidance in their jobs suffer as they are prone to mistakes. Gnospelius<sup>[13]</sup> called the two styles, “different methods, similar results”. Micromanaging makes people less productive, and makes them quit; Macromanaging makes people less productive, and they stay. Both are bad!

Signs of a micromanaged Organization may be easy to dictate. Typical micromanagers refuse to delegate duties, immerse themselves in overseeing the project of others, and reverse delegation; start by correcting tiny details instead of looking at the big picture and discouraging others from making decisions without consulting them. They push aside the experience and knowledge of colleagues, lose loyalty and commitment, and have a de-motivated team. A proper understanding of these characteristics helps perceptive employees develop appropriate coping measures against MMs.

Strategies for coping with micromanagers include understanding their decision making process, asking questions when in doubt, attempting to exceed expectation and showing empathy and genuine concern. Others include coaching others, constantly engaging in self-evaluation and being strategic in thinking and planning. These behaviors have the tendency to increase supervisor’s trust and confidence (Bouchard <sup>[14]</sup>).

Different leadership styles are needed as situations demand, and each leader needs to know when to apply each approach. Highsmith <sup>[15]</sup> talked about the paradox of micro- versus macro-management. While there are misgivings about it, it is common knowledge that some Chief Executive Officers of highly successful organizations were at some point considered micromanagers. Late Steve Jobs of Apple Computers and Bill Gate of Microsoft Computers were considered micromanagers of extreme proportions when it came to new product development. Jobs was said to ‘insert himself’ into excruciating detail design decisions while Gates engaged in endless product review meetings. But this is passion for product quality and excellence, not interference with production process.

## **1.2 The Concept of Environmental Realities**

Environmental realities are contextual issues that are not entirely peculiar to an environment, but play pervasive and critical roles in assessing the performance of organizations and society in that environment. Take corruption as an example; there is no country where corruption is not found in given measures. The difference between country A and B on corruption index would be its pervasiveness. According to Kaminski and Kaminski<sup>[16]</sup>, corruption is a universal phenomenon, but its pervasiveness varies across countries. In some countries, corruption is low and limited to petty malfeasance; in others, corruption is systemic, erodes institutions, and redistributes power and wealth to the undeserving. Concerning corruption in Nigeria, Dike<sup>[17]</sup> argued that corruption is not new, in fact it is a global phenomenon, it is not peculiar to Nigeria, except that it is systemic and endemic in Nigeria (and in many other African and Asian nations), leaders as well as the followers are corrupt, he concluded.

We have identified some factors within Nigeria's environment that appear in 'excess measure' in the way they predispose organizations to micromanaging. Such weighty issues include corruption (Nye<sup>[18]</sup> Kaminski and Kaminski<sup>[16]</sup> and Dike<sup>[17]</sup>); dysfunctional legal system (Podsakoff, MacKenzie, Moorman, and Fetter<sup>[19]</sup> and Ogundele<sup>[20]</sup>); economic hardship (Memo<sup>[21]</sup> and Sonam<sup>[22]</sup>); counterproductive work behaviors (Deluga<sup>[23]</sup>); employees' infidelity and paranoid managers (Hisrich, Peters and Shepherd<sup>[24]</sup>). However, the scope of this paper will only cover corruption, and dysfunctional legal system in detail.

Transparency International (TI) defined corruption as the abuse of entrusted power for private gain. It hurts everyone who depends on the integrity of people in a position of authority (<http://www.transparency.org><sup>[25]</sup>). According to the 2016 Corruption Perceptions Index reported by TI, Nigeria is the 136 least corrupt nations out of 175 countries, with a score of 27 out of 100 in 2014. Eighty five (85) percent of Nigerians surveyed believe corruption has increased from 2011 to 2013. Corruption Rank in Nigeria averaged 119.14 from 1996 until 2016, reaching an all time high of 152 in 2005 and a record low of 52 in 1997 ([www.tradingeconomics.com/nigeria/corruption-rank](http://www.tradingeconomics.com/nigeria/corruption-rank)<sup>[26]</sup>). Also Global Financial Integrity estimated that more than US\$ 157 billion in the past decade has left the country illegally.

In view of the fact that corruption is ubiquitous; there is a need to examine how it affects Nigerian businesses. Business institutions are sub systems within the state. They unavoidably interact with stakeholders embedded in the state, some of whom include agencies of government, the community, the market, among others. Given the extended social system in Nigeria, family and community demands on individuals persist while little is done by government to provide basic needs of the citizenry. In work environments where total remuneration is insufficient to meet basic needs and social demands, there will be the tendency to be corrupt to 'make ends meet.' At the management level, achieving set objectives may require interface with different stakeholders. This process may often require corrupt practices. In the external environment, security agencies, and lower and high court judges can be easily bribed to delay, frustrate and/or pervert justice. A corrupt system breeds managers and employees who are dishonest and lack integrity. Their staff fidelity is severely flawed and in doubt, that is why the owner/manager must 'double check' on matters of fiduciary relationship to mitigate asset theft and costs arising from possible litigation. Generally, it would appear there is social legitimization and moral approval of corruption in Nigeria; as 'wealth' is celebrated, irrespective of its source. In fact, in some communities, a public servant who is unable to build a good mansion and have many cars, is considered a failure, even if it means living beyond his legitimate means.

Unfortunately, corruption is the progenitor of other societal ills including, but not limited to a dysfunctional legal system. On the other hand, the legal system comprised the judiciary, the law enforcement agents and government agencies. The totality should ensure fair and equitable interpretation and dispensation of justice. As a fall out of a corruptive system, a dysfunctional legal system breeds uncertainty, injustice, arbitrariness, impunity, avoidable costs, etc. in doing business. In Nigeria, the legal system is criminally compromised (Killings<sup>[27]</sup>; Okenyodo<sup>[28]</sup>). Justice is 'for sale' to the highest bidder, at all the levels of the legal system. Sometimes, the business owner/manager is uncertain of getting fair and timely justice if an infraction by an employee is reported. And, because prevention is better than cure, they revert to MM.

Sometimes, poverty, and economic hardship predispose employees to think up 'means' to solving their problem, they engage in theft. Since government is unable to provide some basic needs of the people such as primary health care, education, power, safe drinking water, etc.; there is always pressures on the employees to provide these basic amenities for self and family, and at times for extended family. Nigeria is, substantially, a collectivist society. Because, of the high level of unemployment, those who find job are willing to accept uncompetitive wages. It could be adduced that employees' infidelity is a consequence of the social and economic pressure inherent in the environment. Since the owner/manager is probably aware of the employee's precarious condition, they work hard at covering all loopholes through MM. This becomes imperative as the legal system, which is evidently corrupt, is not a place to seek redress in case of any dishonest behavior by the employees.

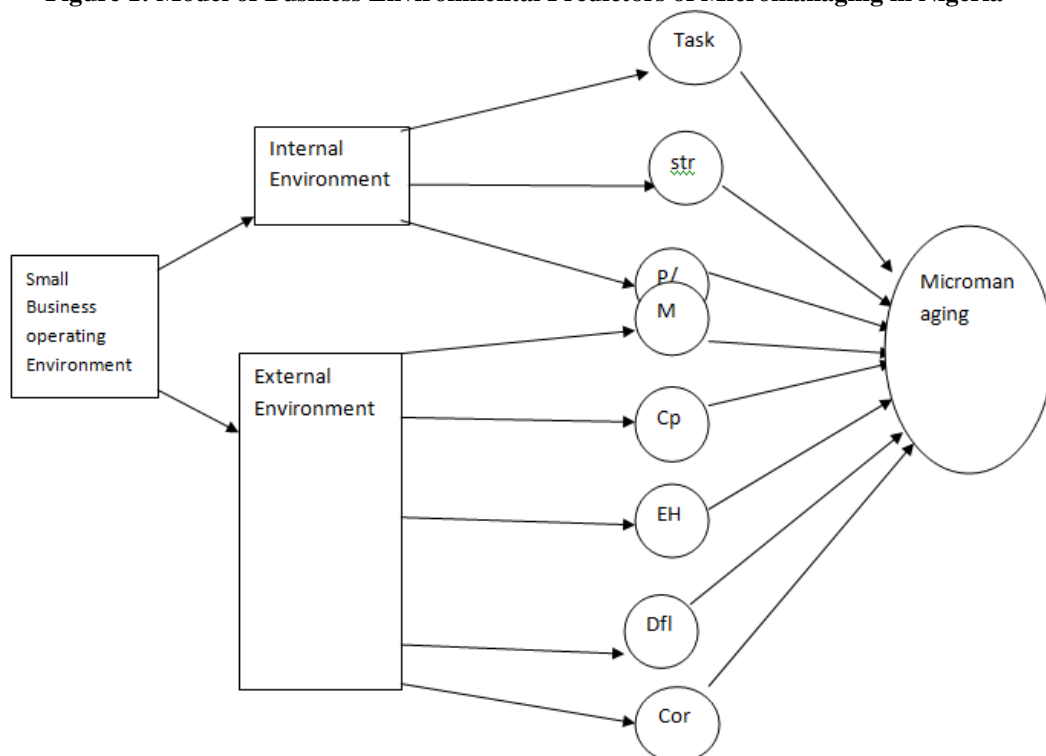
Counterproductive Work Behavior (CWB) is the opposite of Citizenship Behavior (CB) by employees. CWB is an exhibition of destructive behaviors by employees. It could be in destruction of company assets-physical or image. It is a way of hitting back at the organization for perceived injustice. Activities like absenteeism, projecting the image of the organization in bad light, sabotaging product/service quality or customer service could be examples of CWBs. Any real or perceived feeling of inequity, unfairness and injustice on the part of the employer motivates the employee to engage in CWB. When personal goals are not met within the organizational framework, the employee seeks other means to make ends meet. The conundrum becomes self reinforcing as the micro-manager intensifies efforts to checkmate the employee who in turn further gets alienated and ‘charges’ at the organization. This becomes a vicious cycle since corruption may have compromised the established reconciliation and adjudication processes. CWB may not be exclusive to Nigeria, or other developing countries, the challenge is probably its pervasiveness being aggravated by other MM predisposing factors.

Mangers’ paranoia is an extreme and unreasonable feeling that other people do not like you or are going to harm or criticize you. This behavior is often occasioned by a manager’s perception that employees are out to ‘destroy’ their source of livelihood through CWB, corruption and general system’s failure. He develops a psychological state of mind that thrives on suspicion, agitation, worry and ‘partial’ mental instability. Nevertheless, some authors have argued that some level of paranoia is necessary for managers to be on their toes and to achieve competitive advantage. No doubt, an environment that is challenged with infrastructural decay, perceived employee infidelity and a compromised legal system easily accentuates MM.

### 1.3 Model Specification

Below we attempt to operationalize the independent variables through a thematic micromanagement model.

**Figure 1: Model of Business Environmental Predictors of Micromanaging in Nigeria**



Source: Model conceptualized by the author, 2015

Our above proposed model assumes five main constituent relationships: the operating environment of a small business, as in big ones, is made up of internal and external environments. In the internal environment, the micromanaging predictor factors are the nature of the task (task), the organizational structure (str) and the personality of the supervisor/manager (P/M). On the other hand, the variables within the external environment that necessitate micro-managing include corruption (cor), dysfunctional legal system (dfl), economic hardship (EH), counterproductive work behaviors (cp) and paranoid managers (P/M). It should be noted that there is iteration in the manager’s boxes in the two environments. Whereas the micromanager in the internal environment is essentially influenced by task, structure and personality; s/he is additionally influenced by the other external environmental factors which may aggravate their position to a state of paranoia. Whereas the

internal variables may seem similar in different countries/cultures, given similar organizations, and substantially controllable by the owner/manager; the external environment is inherently amorphous and often beyond the control of the owner/manager. At best they can only ingeniously 'manage' it.

#### **1.4 Objectives of the Study**

The main objective of the study was to evaluate how business operating environments influence the choice of management style. Basic research questions would therefore emerge as:

- a) Do business operating environments influence the choice of management style?
- b) What is responsible for micromanaging in small businesses in Nigeria?

The following alternative research hypotheses were stated:

- a) High level of corruption in a system accentuates the practice of MM
- b) A dysfunctional legal system encourages MM

## **II. THEORETICAL FRAMEWORK**

Contingency Management Theory by Fiedler <sup>[29]</sup> is considered appropriate for this study. It is a leadership theory that has expounded the situational applicability of different management styles. A contingency approach to management is based on the theory that management effectiveness is contingent or dependent, on the interplay between the application of management behaviors and specific situations. In other words, the way you manage should change depending on the circumstances. One size does not fit all (Enock <sup>[30]</sup>).

The key propositions of the theory are that; there is no one best way to manage an organization; a leader must be able to identify which management style will help achieve the organization's goals in a particular situation; a manager's leadership orientation (task or relationship) is determined by the least preferred coworker's (LPC) scale and leaders will be able to achieve more influence if they are to have good relationships with the employees. The theory further maintains that in an organization where the tasks are spelled out in detail, the leader has more influence over the employees than in those organizations that do not have structured tasks. The theory identified key internal and external factors that can influence the optimum organizational structure as the size of the organization, the technology that is in use, and how an organization can adapt to changes in strategy.

The relevance of this theory to our study is the emphasis on the influence of business operating environments in deciding the appropriate management style to adopt. The critical issues that came to the fore were the nature of the organization, the nature of the task, the technology and the manager's personality. In Nigeria where many businesses are small and owner managed, tasks are mostly physical as against being intellectual and technology reliant. There, the tendency for greater control is more probable. The business operating environment is in a state of flux challenged by corruption, dysfunctional legal system and poor standard of living, such that managers are required to be proactive, dynamic and innovative in order to be environment-fit.

This theory is preferred to others which are on the extremes. For example, the scientific theories were production oriented and would rather support that the manager gets the employees 'beaten' to achieve company goals. On the other hand, the typical 'soft' theories of human relations often miss the point of organizational profitability, while solely emphasizing social welfare for employees. Apparently, it is inappropriate to be fixated on any particular management style without due consideration of the operating environment. Emphasis has shifted to Elkington's <sup>[31]</sup> "Triple Bottom Line"-people, profit and planet.

## **III. METHODOLOGY**

The study adopted survey research through the use of questionnaire and structured interviews with five executive members of the Alimosho/Ejigbo chapter of the Association of Table Water Producing and Packaging companies (ATWAP) in Lagos. Interviews were also held with five water-production business owners who do not manage their businesses.

The researcher administered fifty six (56) questionnaires; Forty two (42) usable responses, representing 75 percent of the administered questionnaires were collated. The questionnaires were hand delivered and completed by either the owner of the company or the operating officer (Onu <sup>[32]</sup>). The scales in the questionnaire were content validated and have a reliability coefficient of 0.91. The data collected were analyzed using descriptive statistics and chi-square distribution using SPSS Version 20. Appendix I presents the Sample Questionnaire and Appendix II is the Sample Interview Guide.

**Table 1: High level of corruption in a system and the practice of MM**

	Observed N	Expected N	Residual
2.00	16	75.6	-59.6
3.00	43	75.6	-32.6
4.00	121	75.6	45.4
5.00	74	75.6	-1.6
6.00	124	75.6	48.4
Total	378		

**Table 2: Test Statistics**

	High level of corruption in a system and the practice of MM
Chi-Square	119.328 <sup>a</sup>
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 75.6.

The result of the chi-square SPSS analysis above showed that the P-value-119.328 was far greater than the critical (table) value of 9.488 (i.e.  $X^2=0.05$  at  $DF=4$ ). Therefore, at 5% alpha, we accepted the alternate hypothesis that high level of corruption in a system accentuates the practice of MM.

**Table 3: A dysfunctional legal system and MM**

	Observed N	Expected N	Residual
2.00	13	49.6	-36.6
3.00	22	49.6	-27.6
4.00	68	49.6	18.4
5.00	42	49.6	-7.6
6.00	103	49.6	53.4
Total	248		

**Table 4: Test statistics**

	A dysfunctional legal system and MM
Chi-Square	107.847 <sup>a</sup>
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.6.

The result of the chi-square SPSS analysis above showed that the P-value of 107.847 was far greater than the critical (table) value of 9.488 (i.e.  $X^2=0.05$  at  $DF=4$ ). Therefore, at 5% alpha, we accepted the alternate hypothesis that a dysfunctional legal system encourages MM.

#### IV. DISCUSSION OF FINDINGS

##### Structured Interview

Oral interviews were used to complement the questionnaire method. Five (5) members of Association of Table Water Producers (ATWAP) executives and five (5) Table-Water business owners who did not directly manage their companies were interviewed. Hand written notes were taken during interview and later summarized, since they objected to being taped. The questions are attached as Appendix II.

Respondents acknowledged that corruption exists in their organizations and named this character deficiency as being accentuated by the political and socio-economic situation in the society. Curbing this trend usually involves ‘watching their back’ via micromanaging.

The Nigerian legal system was described as a ‘small-business undertaker’ with legal obstacles beginning from business registration. “One is not sure of obtaining fair and timely hearing if one has the misfortune to take a case to police and/or court”, they lamented. The business owners called MM a *survival strategy*. To keep their businesses running, they ensured they plugged conflict areas with employees and/or government agencies by being ‘proactive’ and ‘pragmatic’. ATWAP officials noted that the adoption of MM was a response to embedded culture of corruption and ‘impunity’ in the Nigerian system. Both the owners and officials of the association fingered corruption and the Nigerian legal system as destructive instruments of small

business. Some of the business owners were at the verge of paranoia, hinting that the business was their 'life,' and since all their eggs were in one basket, they must be awake to watch them hatch. Some pointed out previous business failures as resulting from lack of commitment and conscientiousness, and abuse of trust from 'others'.

### **Findings of Tested Hypotheses**

Analysis of the bio-data showed that more females were engaged in the management of these companies, and they were in the middle age group (36-45 years (50%). The respondents were generally highly educated. More than 80 percent had degrees ranging from OND/NCEs to Masters. The respondents were mainly management staff (64.3 percent) as against owners. It seemed there was a high mobility of labor in the sub-sector, 73.8 percent of the respondents had spent less than five years in their respective firms. 88.1 percent of the polled companies employed more than ten workers. Our deliberate choice of seemingly older companies was to benefit from their years of experience.

Hypothesis 1 evaluated whether the high level of corruption in a system aids the practice of MM. Questions 1-5 (Appendix, 1) were designed to test the hypothesis. There was a consensus by respondents that the level of corruption in a system accentuates MM. The test-statistics result of the chi-square SPSS analysis (Tables 1&2) above indicated an overwhelming support for the alternate hypotheses: MM is inevitable in a highly corrupt environment.

Hypothesis 2 tested whether a dysfunctional legal system encourages MM. Question 6 (Appendix 1) addressed the hypothesis. Generally respondents strongly agreed that they may not get a fair judgment in a dysfunctional legal system. Therefore, they adopted MM. The test-statistics result of the chi-square SPSS analysis (Tables 3&4) above indicated an overwhelming support for the alternate hypotheses:

These findings agree with the radical views of few dissenting authors who counseled circumstantial application of micromanagement (King <sup>[10]</sup>; Sidhu <sup>[3]</sup>; Goldsmith and Goldsmith<sup>[12]</sup>). The empirical findings rebutted the views of main stream writers who generally condemned micromanaging as 'evil' without due consideration of differences in behaviors arising from diversity in socio-cultural and economic environments (Martinez-Lewi <sup>[7]</sup> and Meier <sup>[9]</sup>).

## **V. CONCLUSION**

It has been proven that social science does not lend itself to universal equivocation. The realities of contextual factors of socio-cultural and political imperatives determine environmental appropriateness of any management style. Small businesses in Nigeria, at their present stage of development, may not survive without MM. Whereas MM may not be very necessary in societies with manageable levels of corruption, efficient and effective legal systems, and reduced levels of poverty; an otherwise situation calls for a different approach. Such enviable societies engender cooperative leader-subordinate environment and employee citizenship behavior. Entrepreneurs are in business to add value to selves and society and therefore can only succeed if they are strategic and are business environment-fit. Except the socio-cultural and business operating environment changes in Nigeria, micro-managing in small businesses, as in other personal properties, may have come to stay. There may be need for a future research on micromanaging in other contemporary cultures like Nigeria, and on a wider scale.

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## APPENDICES

### Appendix I : Sample Questionnaire

#### Section A: Personal/Company Data

Please tick good (✓) for the options of your choice, and rank the questions where you have more than one answer to give.

1. Please indicate your sex.
  - a) Male
  - b) Female
2. Kindly indicate your age range.
  - a) 18-25 years
  - b) 26-35 years
  - c) 36-45 years
  - d) 46 years and above
3. Please state your Educational Qualification(s).
  - a) SSCE/GCE



- b) OND/NCE
  - c) BSc/BA/HND
  - d) MBA/MSc
  - e) Others
4. For how long have you worked in this company?
- a) Below 3 years
  - b) 3-5 years
  - c) 6-10 years
  - d) 11-15 years
  - e) 16 years and above
5. How many workers are employed by the company?
- a) Below 10 workers
  - b) 11-15 workers
  - c) 16-20 workers
  - d) 21-30 workers
  - e) 31 and above

**Section B: Micromanaging Constructs**

Please use the understated keys to complete the questions stated below.

- a) Very Strongly Agree==(VSA)
- b) Strongly Agree==(SA)
- c) Agree==(A)
- d) Disagree==(D)
- e) Strongly Disagree==(SD)
- f) Very Strongly Disagree==(VSD)

S/N	Options	VSA	SA	A	D	SD	VSD
1	I insist on character attestation for key employees						
2	I micromanage to reduce pilfering of company assets						
3	I always suspect my subordinates will misappropriate company funds						
4	I always cross check accounts to avoid inflation of expenses						
5	I closely monitor my subordinates to forestall collusion with suppliers to cheat the company						
6	I am not convinced of getting fair and timely justice if an infraction by an employee is reported to the police or taken to court						

**Appendix II**

**Sample Interview Guide**

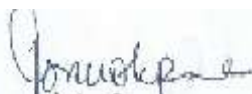
**Semi-Structured Interview**

Please respond to the under listed questions:

1. What do you consider as corruption in the activities of your subordinates?
2. How does it affect your business?
3. How do you handle established cases of corruption in your company?
4. What steps do you take to forestall corruption in your company?
5. What is your view of the Nigerian legal system as it affects your business?
6. Has your company had police and/or court cases in the past, were you satisfied with services received?
7. What steps do you take to forestall possible conflict either with employees or law enforcement agencies that could lead to litigation?
8. Why do your business micromanage?

I assure you that your responses shall remain confidential and used solely for the purpose of this research.

Livinus O. Onu



Onu, Livinus Okpara " Micro-Managing: Between Management Styles and Environmental Realities " International Journal of Business and Management Invention (IJBMI) 6.8 (2017): 64-72.