

SYNOPSIS OF THE THESIS

**Influence of Micromanagement Leadership on the Performance of
Teaching staff in Higher Educational Institutions.**

Doctoral Thesis Submitted

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By

NAMRATA MISHRA

UID No. 18FMRCJHN01002

Under the Guidance of

Dr. M. RAJKUMAR

(Research Supervisor)

Associate Professor

ICFAI University Jharkhand

Ranchi



ICFAI UNIVERSITY JHARKHAND

RANCHI

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1. INTRODUCTION

Leadership is one of the most important factors for organizational effectiveness as the success of an organization largely depends on dedicated leaders and managers (Bushra et al., 2011). Leadership in educational institutes is very much essential for influencing employees to attain organizational goals and objectives (Amanchukwu et al., 2015). Effective and efficient leaders are the most indispensable and one of the rarest resources of an organization. Nowadays, an organization requires leaders who have the capability to revive and transform the workforce, by facilitating them to perform beyond organizational goals. Such leaders should also be able to make the employees contented and satisfied by making them achieve their own tasks and goals. As per the latest research, leaders are considered to be role models and their attributes are followed and practiced by their subordinates (Angriani, et. al.,2020). There are various leadership styles that are studied and explored however Micromanagement Leadership is one such style that needs more attention and has a research gap. Micromanagement Leadership is the one where the managers closely monitor and direct their subordinates. Micromanagement has negative implications on their employees and creates a sense of perceived stress leading him/her to behave in a counterproductive manner (White, 2010). Some leaders like to direct and control every move/task performed by their subordinates. This creates a sense of insecurity and disengagement among the employees. This form of leadership has been widely termed as Micromanagement Leadership. It often includes planning minor details and making the employees feel they are being observed (DeCaro et al.,2011). Micromanaging may be beneficial for organizations where the interference of leaders may be necessary to improve productivity. This may be due to the fact that the employees may be inexperienced or technically incapable of performing the particular task.

According to the existing literature, the influence of micromanagement leadership on employee performance is both good and bad. Recent research was conducted to determine the impact of micromanagement leadership on bank performance, and it was discovered that micromanagement leadership is not recommended and is perceived negatively (Khoury & Tannous, 2020). Previous research on the impact of Micromanagement leadership on employee productivity revealed a negative association between these two constructs (Solaja et al., 2022). Although there is data indicating that micromanagement has a negative impact on performance, there are also favourable results. Micromanagement can be harmful to

people, organizations, and supervisors. However, it can have some advantages, such as in some cases where it can have a favourable impact in a shorter period of time (Sidhu, 2012). According to the literature, some tasks and jobs necessitate regular monitoring and direction, and in that context, micromanagement leadership can aid in achieving greater performance (Stephen, 2020). Employees who are not dedicated and serious about their work can benefit from micromanagement leadership (Salsabila et al., 2022). Existing literature also states that there are some situations under which Micromanagement leadership can be beneficial to the employees and organization.

There is lack of research done in the Micromanagement leadership and there are very few empirical studies done on the Micromanagement leadership among the teaching staff of higher educational institutions and how does this leadership style affect their performance.

2. RESEARCH MOTIVATION

Leadership is a very crucial component for the success of any organization. Leaders have been always the pillar for employee growth and development and also for the organization. A good leader can bring a substantial change in the personality and performance of employees. Leadership has always motivated me to take up research in this domain. There are various types of leadership styles namely transactional, transformational, laissez-faire, servant leadership, and so on. These types of leadership styles have been researched well and there are many kinds of literature however there is one style that has not been explored much. One such style is Micromanagement leadership which needs attention and there is a huge research gap. This is also one of the important considerations for the motivation of this research. Another element for the motivation of this research is the lack of empirical evidences. Micromanagement leadership is existing and there is a requirement to do more empirical studies to find out its implications. The relationship between Micromanagement leadership and the performance of employees also is not explored and this also calls for more research work. Henceforth there are many reasons for taking up this study and conducting research on the influence of Micromanagement leadership on Employee performance.

3. REVIEW OF LITERATURES

Table 3.1 Review of Literature on Micromanagement Leadership

Literature Reviewed	Literature Type	Author with Publishing Year	Gist of Points Gained	Gap
Micromanaging behaviour and Employee productivity in SMEs in Rivers State	Research Paper	(Ndidi et al., 2022)	This paper is about how certain leadership and management abilities connect to management practices and which practices promote small-firm performance. This paper have studied micromanagement leadership and employee productivity correlated by employee morale and employee turnover.	This is a conceptual based paper and have studied the relationship in context to employee productivity.
Detrimental Implications of Micromanagement	Research Paper	(Sojala et al., 2022)	This study examined the detrimental implication of micromanagement on employee performance by obtaining data from one hundred and	It did not validate the factors of micromanagement it covered non-teaching staff

			eighty-six non-teaching staff of a public school in Nigeria	
Gen Z's Perspective on Micromanaging Leadership Style and Its Impact on Work Performance	Research Paper	(Salsabila et al., 2022)	This study aims to understand Gen Z's perception of the micromanaging leadership style and its impact on their work performance. This study uses a qualitative phenomenological approach so that researchers can better understand Gen Z's perception of the micromanaging leadership style and its impact on their work performance based on their own experiences through in-depth interviews for data collection.	This is only a qualitative analysis trying to find out the Gen Z's perception.
Emotional Intelligence as a Moderator between Micromanagement Leadership and	Research paper	(Mishra et al., 2022)	The present study proposed a theoretical framework by investigating the	This is a theoretical paper and has established only the conceptual model thereby lacking the

Employee Performance			influence of micromanagement leadership on employee performance, and the moderating effect of emotional intelligence on the relationship between micromanagement leadership towards employee performance.	empirical evidences.
Just let me do my Job!	Research Paper	(Irani-Williams et al., 2021)	Studied Micromanagement in the IT workforce by exploring IT professionals' trust in the competence of their supervisor as an antecedent to their perceptions of being micromanaged. The study also explores whether felt responsibility is the mechanism via which micromanagement negatively affects IT professionals'	This paper is basically finding out how to build the trust among IT workforce so that the impact of micromanagement can be reduced.

			job satisfaction and organizational commitment, both proximal factors of turnover	
A Micromanagement and Job Performance of Employee in Manufacturing Industry in Ogun State	Research Paper	(Iro-Idoro & Jimoh, 2021)	It studied micromanagement and Job Performance of Employees in the manufacturing industry in Ogun State, Nigeria. Micromanagement was considered on three dimensions of job performance (that is, altruism, conscientiousness and task performance).	It was conducted in cement industry and the not done in Indian context.
Development and initial validation of micromanagement scale for school principals	Research Paper	(Limon & Dilekçi, 2021)	The aim of this study is to develop a valid and reliable measurement tool that can be used to measure the level of principals' micromanagement behaviour.	It developed 4 factor scale measuring micromanagement behaviour which can be used to determine the level of school principals' micromanagement behaviour. It was

				limited to school principal and there was no relationship with performance tested over here.
Micromanagement Creates a Nonconducive Learning Environment for a Teaching Team	Article	(Ridder et al., 2020)	It described and discussed the term micromanagement	This was just a brief discussion and had no findings and analysis
Micromanagement's impact on bank performance	Research Paper	(Khoury & Tannous, 2020)	This article investigates the impact of the micromanagement on the banks' performance by examining the perception of banks' managers and employees toward such leadership style. Both qualitative and quantitative method was done	This paper is mainly focussing on employee's perception in context to bank employees. analysis was limited to Chi square and correlation

Table 3.2 Review of Literature on Employees Performance

Literature Reviewed	Literature Type	Authors	Gist of Points Gained	Gap
Leadership style and performance in higher education: the role of organizational justice	Research Paper	(Khan, 2021)	The study out to examine the mediation effect of organizational justice between leadership styles (transformational and transactional) and employees' performance using data from teaching faculty in HEIs by using the quantitative techniques. The results show that organizational justice is a mediator between transformational leadership and employees' performance as the results confirmed the partial mediation and the same is evident between transactional	Only transformational and transactional leadership had been studied in context to performance. Micromanagement leadership has not been explored and studied.

			leadership and employees' performance.	
Emotional Intelligence And Contextual Performance Of Teachers Of Higher Education: A Correlational Study INTRODUCTION	Research Paper	(Deeba & Saleem, 2021)	This study is conducted to explore correlation between emotional intelligence and contextual performance. This study concluded that to enhance quality of teaching in universities, teachers be trained and skilled as emotionally intelligent so that they may improve their task performance and contextual performance subsequently.	This study was focussed on Emotional intelligence and employees 'performance and was not having any study related to leaders and their leadership style
Level of Academic Performance Among Faculty Members in the Context of Nepali Higher Educational Institution	Research Paper	(Paudel, 2021)	The purpose of this research was to identify the faculty member's level of academic performance in higher educational institutions. To conduct this	This research was oriented to find the faculty level of performance and this study was not done in context to leadership.

			<p>research, a quantitative methodology was employed. The tools to measure the academic performance of faculty members were developed using Delphi method. The data were collected with 445 sampled respondents from four universities.</p>	
<p>KPIs Identification for Performance Evaluation : A Case Study of Academic Staff in Engineering and Technology Universities in Hanoi</p>	<p>Research Paper</p>	<p>(Thi et al., 2020)</p>	<p>This research develops 16 operational indicators in 5 KPI aspects: teaching and supervisor, research and innovation, writing and publication, consultancy and services to evaluate the academic staff performance in engineering and technology universities in Hanoi, Vietnam</p>	<p>This study was to develop KPIs for performance evaluation and there was no empirical study being done in context to how leadership assists in performance of faculty members.</p>

<p>The Relationship Between The Leadership And Organizational Performance A Review. Decision Making and Appropriate Decision when Crisis Management View project</p>	<p>Research Paper</p>	<p>(Addin, 2020)</p>	<p>The main objective of this study is to review studies regarding the impact leadership and organizational performance This study contributes to providing practical results for decision-makers and workers in leadership positions with the most important strategic methods of leadership, which affect the organizational performance of business</p>	<p>This research is mainly done in context to leadership and organizational performance and is not focussed on any particular style.</p>
<p>Analysis of quality work life on employees performance</p>	<p>Research Paper</p>	<p>(Daniel, 2019)</p>	<p>The main objective of this research is analysis of quality work life on employee's performance. quality of work life is fast becoming an imperative issue to achieve the goals and objectives of the organization in every sector be it</p>	<p>This paper covered the analysis of quality of work life and performance.</p>

			education, service sector, organization sector, tourism, manufacturing, etc. attrition, employees commitment, productivity etc. depend upon the dimensions of quality of work life	
Evaluation of Faculty Performance on Introduction of Continuous Annual Faculty Evaluation Score (CAFE)	Research Paper	(Veeraiyan et al., 2019)	This paper mainly contributed on faculty development program to be followed for the betterment of the faculty. This can be achieved by performance evaluation through 360 degree feedback	This paper was directed towards performance evaluation methods and not on leadership styles and its impact on performance.
Student evaluations of teaching are an inadequate assessment tool for evaluating faculty performance	Research Article	(Hornstein, 2017)	This study conducted the relationship between student evaluation of teaching and faculty performance.	There was no discussion on leadership aspect and performance of faculty members.

Factors in Faculty Performance Analysis	Research Article	(Bhatnagar & Saxena, 2017)	In this research paper, chi-square test is applied for analysis of performance feedback of faculty members received from the students of BCA and MCA Programmes of an institute of higher education. Two parameters namely 'Pass and Fail' and 'Good Grades' are being introduced for determining the most relevant factor of a faculty member's academic delivery throughout the semester	This article mainly focussed on identifying the factors of performance.
Impact of Leadership Style on Organization Performance: A Critical Literature Review	Review Article	(Igbaekemen & Odivwri, 2015)	The emphasis is on how organizations, agencies, parastatals, industries, and countries can get effective leadership style to achieve set goals. There are vacuum	This article is mainly a conceptual based. It is suggesting various ways in which a leadership can be made an effective one and how it can

			<p>of true conscious leaders, whether in politics, religion, organization, business, education, sports or institutions. There is desperate need of competent, principle, sensitive, compassionate and conscious leaders. In this the research emphasis will be placed on the need to know what makes a leader and what makes a follower</p>	<p>result in better performance.</p>
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Table 3.3 Review of Literature on Higher Educational Institutions

Literature Reviewed	Literature Type	Authors	Gist of Points Gained	Gap
Research Culture among Higher Education Institutions of Saudi Arabia and its impact on faculty performance:	Research paper	(Bhatti, 2022)	This study aims to empirically explore the effects of research infrastructure, knowledge generation, and organizational instrumentality on research culture, which affects the job	This study focussed on how to improve the research culture and research performance of teaching faculty however the concept of

Assessing the Role of Instrumentality , Research Infrastructure , and Knowledge Production			performance of faculty members. 249 faculty members from various Saudi Arabian HEIs provided information that was examined using Structural Equation Modelling (SEM) and Amos-16	micromanagement leadership and its impact on teaching faculty In terms of teaching and research is still unexplored.
Creating higher education quality through leadership, organizational culture and organizational commitment	Research Paper	(Mubin & Latief, 2021)	This study used a quantitative method with a path analysis model to test whether there is a direct and indirect influence on exogenous variables, namely leadership and organizational culture on endogenous variables, namely the application of the internal quality assurance system in state universities with organizational commitment as an intervening variable	Its scope didn't include the relationship between leadership and performance of faculty members.
Level of Academic Performance Among Faculty Members in	Research paper	(Paudel, 2021)	The purpose of this research was to identify the faculty member's level of academic performance in higher educational	The study didn't involve the factors which can enhance the performance of faculty members

the Context of Nepali Higher Educational Institution			institutions. To conduct this research, a quantitative methodology was employed. The tools to measure the academic performance of faculty members were developed using Delphi method. The data were collected with 445 sampled respondents from four universities	specially leadership.
Educational Leadership In Higher Education: A Scientific Literature Review	Research Article	(Gedminiene & Kaminskiene, 2016)	The main purpose of this article is to highlight and review literature of an educational leadership in a higher education. The importance of this article is to understand what sort of problems educational leadership research is facing nowadays as well as what are the innovative leader perspectives in the educational leadership.	This article didn't study what are the impact of leadership on performance of faculty members.
Effective Leadership in	Research article	(Setiawati, 2016)	This paper provides the importance of	This paper covered all the aspect of

<p>Quality Assurance for Higher Education : A Literature Review</p>			<p>quality assurance for higher education and the effective leadership role in assuring the quality of higher education institution based on qualitative approach with literature study method. It then introduces previous studies of quality assurance and effective leadership with its attributes for higher education that can be implemented by leaders of higher education</p>	<p>quality measures in higher educational institutions but didn't cover the leadership factor and its impact on performance of faculty members.</p>
<p>Higher Education in India: Challenges and Government's Initiatives</p>	<p>Research Article</p>	<p>(Nath, 2015)</p>	<p>The current study aimed to highlight the challenges and to point out the opportunities in higher education system in India.</p>	<p>It mainly discussed on the challenges and opportunities in Higher education system and had no study done on the relationship between leadership and performance.</p>
<p>Emerging Definitions of Leadership in</p>	<p>Research Article</p>	<p>(Eddy, 2015)</p>	<p>This article looks for parallels within the current leadership</p>	<p>This was not done in context to</p>

Higher Education New Visions of Leadership or Same Old “Hero” Leader?			literature to see if community college administrators use the alternative language or emerging definitions of leadership to self-describe their own leadership or if their self-descriptions fit the more traditional hierarchical ideal of the positional or “hero” leader	micromanagement leadership
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4. RESEARCH GAP

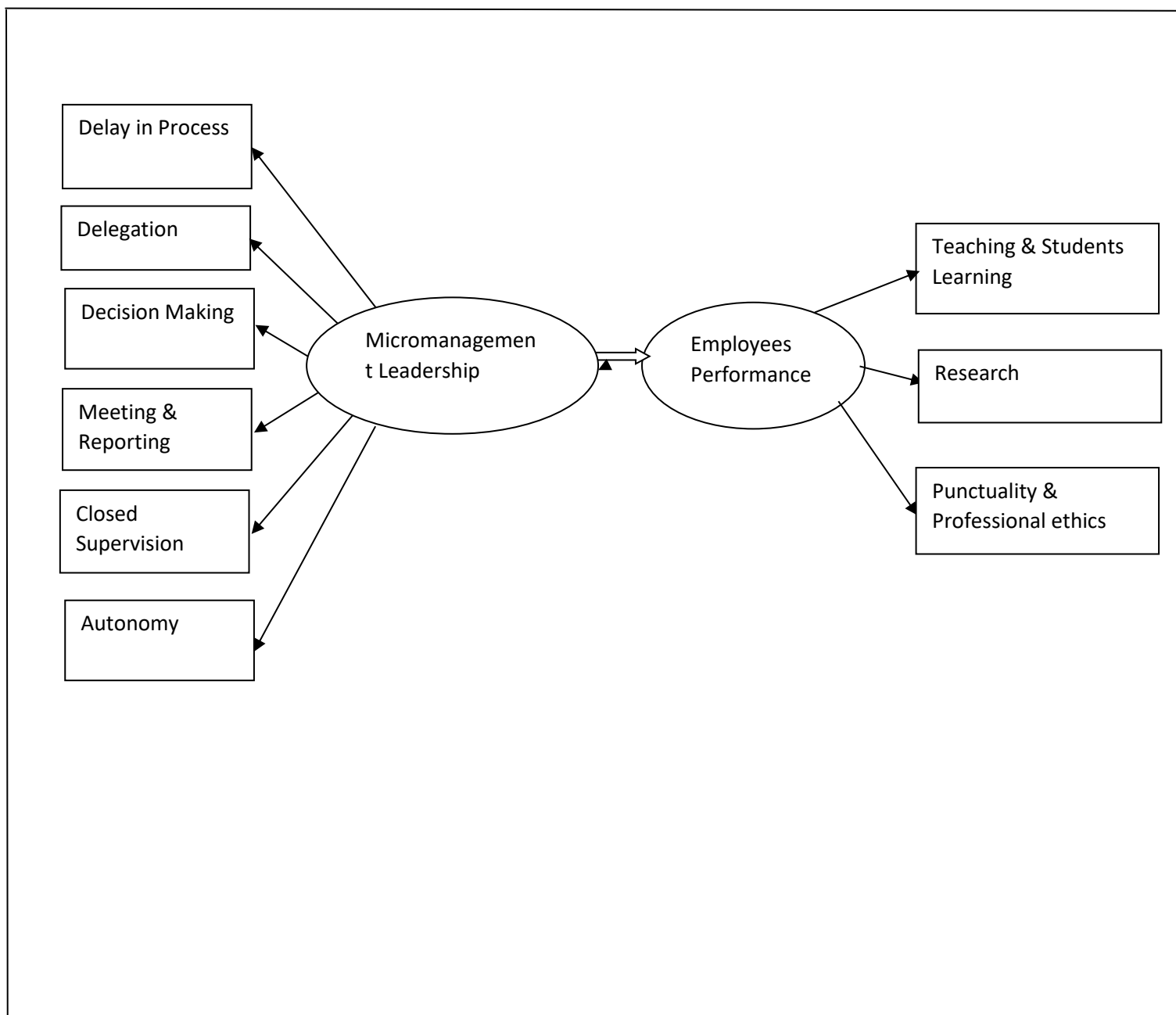
Referring to the topic “Influence of Micromanagement Leadership on Employees’ Performance in Higher educational Institutions” very few research has been conducted on Micromanagement leadership. Though many studies have been done on Leadership styles and its impact on performance of employees there are very few researches which has been done in context to micromanagement leadership. Lot of sources including research paper, books, thesis, conference proceedings etc has been studied in context to the topic and following research gap was identified.

- Traces of research work on Micromanagement leadership was hardly found in the existing literature with empirical evidences.
- Components of Micromanagement leadership were not much validated in the existing literature.
- Very less research has been conducted on Micromanagement leadership and Employees performance.
- Very less research has been done on Micromanagement leadership in Higher Educational Institutions and on the performance of teaching staffs. Even if the research is done on Micromanagement leadership it is done in Banking industry, IT, Hospitals, schools etc but there is a huge research gap in Higher educational Institutions.

- Micromanagement leadership is an emerging concept in the area of leadership and this need attention. Though lot of research has been done in reference to transformational, transactional, autocratic, democratic etc there are less research done in context to Micromanagement leadership.
- There is very less research work being done in Indian context.

The present research addresses the above problems and tries to bring statistical findings and conclusions.

CONCEPTUAL FRAMEWORK OF THIS STUDY



Source: Drawn by the researcher

The Research questions are defined as follows in line with the Research Objectives:

1. What are the conditions under which Micromanagement is used in Higher Educational Institutions?
2. How Micromanagement leadership is affecting the performance of teaching staffs in Higher educational Institutions?
3. What are the components of performance of Teaching staff which is considered and getting affected due to Micromanagement leadership?

5. RESEARCH OBJECTIVES:

After a thorough review of literature and identification of research gap, this study aims to achieve the objectives as mentioned below:

1. To identify the components of Micromanagement leadership.
2. To determine the reasons behind the usage of the Micromanagement leadership style by the supervisors/heads in Higher educational institutions.
3. To examine the influence of Micromanagement leadership on Employee Performance

6. RESEARCH HYPOTHESIS:

Based on the objective and research questions the following hypotheses were tested. Alternate hypotheses are stated below:

H1: There exists a significant difference of opinion on the Overall Micromanagement Leadership and the sub-constructs of Micromanagement Leadership based on the Demographics variables.

H2: There exists a significant difference of opinion on the overall Employees performance and sub-construct of employees' performance based on the Demographic variables.

H3: There exists a significant relationship between sub-constructs of Micromanagement leadership and Employees performance

H4: Micromanagement leadership influences Employees performance in Higher Educational Institutions

7. SCOPE OF THE RESEARCH:

This study has tried to find the influence of Micromanagement Leadership on Performance of Teaching staff of Higher Educational Institutions. The study had covered only Teaching staff of Higher educational Institutions.

The scope of the study was limited to Delhi NCT and 4 Satellite districts of NCR Zone (Gautam Budh Nagar, Faridabad, Ghaziabad and Gurugram).

The study has covered only University category as per AISHE Report and have included Central University, Institute of National Importance, Deemed University, State Public and State Private.

The study included both male and female teaching staff and whose academic experience was more than 2 years. The response was collected from 430 teaching staff. The scope of the study also included interview from 11 Supervisors/Heads/HODs/Deans/Directors from various Universities.

8. RESEARCH METHODOLOGY

Population refers to the units or elements that are considered for the research (Kothari & Garg, 2014). In this study the population refers to teaching staffs working in Higher Educational Institutions coming under NCR (National Capital Regions) which includes National Capital Territory of India (NCT, Delhi) and 4 satellite districts -Gautam Budh Nagar, Faridabad, Ghaziabad and Gurugram.

As per All India Survey on Higher Education (AISHE) Report (2019-2020), there are 7 central university, 14 State Public University, 8 Institute of National Importance, 13 Deemed University, 12 State Private University which is considered as the sampling frame for the study.

Stratified Random sampling technique was used to collect data from teaching staff of higher educational institutions.

Sample Size: The formula for determining the sample size is mentioned below (Kothari, 2014)

$n = z^2 \cdot p \cdot q \cdot N / e^2 (N-1) + z^2 \cdot p \cdot q$ Where,

• n = sample size 1.96*1.96*

• N = Population Size

• z = Standard Variate at given confidence level. The value of z for confidence level of 95% is 1.96

• e = Precision or acceptable error. The value of 'e' is taken as .05 for this study. • p = Sample proportion and $q = 1 - p$

Number of registered colleges as per AISHE report 2019-20 was 179.

Total population (Number of Teachers) was 21,638.

Here the population considered was 21,638 and at 95% confidence level, the sample size calculated was 377, however the response was taken from 500 by keeping in consideration of invalid responses. The final sample size was 430 respondents which was 86 percent of the total responses.

Data collection: The method adopted for collection of primary data was through questionnaire. The scale of questionnaire for both micromanagement leadership and employees' performance were 5-point Likert scale. The Likert scale ranges with options from "to a very small extent" to "to a very large extent". Each item scoring was assigned a weight ranging from 1 to 5. The interpretation of the score was 1- "To a very small extent", 2- "To a small extent", 3- "To a moderate extent", 4- "To a large extent", 5- "To a very large extent". The questionnaire was designed in such a manner that it is simple, easy, structured and understandable by the respondents. The factors of the micromanagement leadership are were adapted from various literatures. The factors of Employee performance were also got adopted from literatures. The questionnaire would be collected through google form or physically. There was also one set of questionnaires which was taken from HODs/HOI through interview to know the possible reasons for the leaders to micromanage their employees. The interview was conducted through Zoom meeting and face to face.

Pilot study: The main study questionnaire was validated after a pilot study using 43 respondents.

Qualitative data collection: There was also one set of questionnaires which was taken from HODs/HOI through interview to know the possible reasons for the leaders to micromanage their employees. The interview was conducted through Zoom meeting and face to face

9. RESEARCH DATA ANALYSIS:

The purpose of data analysis was to apply suitable statistical tools to facilitate examining, transforming and modelling data. One of the aims of conducting data analysis was to provide both descriptive and inferential statistical analysis of the data, thus transforming the data so that it was possible to obtain quantifiable, objective, and easy-to-interpret results. As a part of the descriptive statistical analysis, the central tendency and variation of the data were analyzed. After which, inferential statistical analysis was done by checking whether sample data fits into the hypothesized model or not by using structural equation modelling (SEM).

Profile of the respondents:

		Count	Column N %
Gender	Male	210	48.80%
	Female	220	51.20%
Age	25 to 30 Years	113	26.30%
	31-40 Years	185	43.00%
	41- 50 Years	107	24.90%
	>50 Years	25	5.80%
Qualification	Post-Graduation	197	45.80%
	Ph.D.	220	51.20%
	MS	7	1.60%
	Post Doctorate	6	1.40%
Designation	Assistant Professor	287	66.70%
	Associate Professor	86	20.00%
	Professor	57	13.30%
Experience	<5 years	72	16.70%
	5-10 Years	117	27.20%
	10-15 Years	108	25.10%
	15-20 Years	84	19.50%
	>20 years	49	11.40%
Academic Experience	2-5 years	162	37.70%
	5-7 Years	75	17.40%
	7- 10 years	54	12.60%
	>10 Years	139	32.30%
Current Organization Experience	< 2years	107	24.90%
	2-5 years	188	43.70%
	5-7 Years	86	20.00%
	7- 10 years	32	7.40%

	>10 Years	17	4.00%
Worked under more than 2 bosses	Yes	400	93.00%
	No	30	7.00%

Inferential statistics: Exploratory factor analysis from SPSS yielded 5 factors of Micromanagement leadership and 3 factors of Employees performance. After Confirmatory factor analysis (CFA) using Structured Equation Modelling (SEM) one factor of Employees performance got removed. The results of SEM suggested that the model is fit.

T-Test and ANOVA from SPSS was done and following hypotheses were achieved:

Hypothesis 1: There exists a significant difference of opinion on Micromanagement Leadership and its sub-constructs based on the demographic variables and following results were obtained:

There existed a significant difference of opinion on Delegation & Decision making and Closed supervision because of Age.

There existed a significant difference of opinion on Meeting & Reporting based on the designation of the respondents

There existed a significant difference of opinion on Delay in process and Delegation & Decision making based on the total experience of the respondents.

There existed a significant difference of opinion on Closed supervision and Autonomy based on academic experience of the respondents

There existed a significant difference of opinion on Delay in process, Autonomy and overall Micromanagement based on current experience of the respondents.

Hypothesis 2: There exists a significant difference of opinion on Employees performance and its sub-constructs based on the demographic variables and following results were obtained:

There existed a significant difference of opinion on overall Performance based on the age of the respondents.

Correlation test using Karl Pearson product-moment correlation was done using SPSS and following hypotheses were observed

Hypothesis 3: There exists a significant relationship between sub-constructs of Micromanagement and Performance

There exists a significant relationship between sub-constructs of Micromanagement and Research

There exists a significant relationship between sub-constructs of Micromanagement and Teaching & Learning.

Path analysis using SEM was done with SMART PLS and following results and hypothesis were observed:

H4: Micromanagement leadership influences Employees performance in Higher Educational Institutions

	Original sample (O) (B)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Significant
Autonomy -> Performance	-0.24	-0.218	0.098	2.453	0.014	*
Closed Supervision -> Performance	0.168	0.17	0.054	3.094	0.002	*
Delay in Process -> Performance	-0.159	-0.158	0.062	2.588	0.01	*
Delegation & Decision Making -> Performance	0.328	0.329	0.057	5.741	0	*
Meeting & Reporting -> Performance	0.119	0.115	0.059	2.024	0.043	*

According to Chin (1998), value of R^2 above 0.19 are considered good while those less than 0.19 are considered as weak. R^2 values was 0.233 and therefore the above model of Micromanagement leadership was considered to be good predictor of Employees performance.

Then a predictive sample Stone-Geysers (Q2) technique was adopted to calculate predictive relevance. Since the author used the blindfolding technique, this model must have Q2 value more than 0 (Henseler & Chin, 2010). As the predictive relevance, the Q2 of Micromanagement on Performance was 0.197, it suggested that this model showed a good predictive relevance

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
Autonomy -> Research	-0.048	-0.051	0.088	0.55	0.583
Autonomy -> Teaching & Students Learning	-0.299	-0.3	0.052	5.731	0.000
Closed Supervision -> Research	0.105	0.105	0.069	1.528	0.126
Closed Supervision -> Teaching & Students Learning	0.166	0.169	0.057	2.926	0.003
Delay in Process -> Research	-0.01	-0.009	0.063	0.159	0.873
Delay in Process -> Teaching & Students Learning	-0.239	-0.238	0.054	4.425	0.000
Delegation & Decision Making -> Research	0.413	0.415	0.059	7.034	0.000
Delegation & Decision Making -> Teaching & Students Learning	0.197	0.199	0.054	3.64	0.000
Meeting & Reporting -> Research	-0.057	-0.05	0.065	0.879	0.379
Meeting & Reporting -> Teaching & Students Learning	0.208	0.21	0.056	3.748	0.000

Since the value of R^2 values for Research was 0.18 it was considered as weak. However, the value for Teaching & Students Learning was 0.266 which was a good score. Therefore, we can conclude that the above model is a weak predictor for Research and a good predictor for Teaching & Students Learning. Since the results of Q^2 on Research and Teaching & Learning was 0.144 and 0.234 respectively it can be suggested that this model has a good predictive relevance.

10.FINDINGS AND CONCLUSION:

The major findings of the Research are as given below:

1. Gender had no difference in opinion towards Micromanagement leadership and Employees performance.
2. Age group of 25-30 years had a difference in opinion with other age groups towards Micromanagement leadership and Performance.
3. Qualification played no role towards the construct Micromanagement and Performance.

4. Associate Professor differed in opinion compare to Assistant professor and Professor towards the construct Micromanagement leadership.
5. The result also interpreted that the difference in opinion existed towards the construct micromanagement leadership based on experience, academic and current experience of the respondents.
6. Based on the result it can be concluded that there is a presence of moderate level of micromanagement leadership in higher educational institutions and it doesn't have a very much negative impact on performance

These findings will help understand the perspective of leaders towards micromanagement, the conditions and acceptable levels of micromanagement and its implications on employees. Further, it will certainly help higher educational institutions to understand the role of leaders in enhancing the performance of their employees. The model in this study has taken both employers and employees perspective towards micromanagement and therefore this model is unique and highly relevant in Indian perspective.

11.RESEARCH CONTRIBUTIONS:

For Institutions:

- The research findings will provide an opportunity to rethink approaches at the institutional level in order to build and strengthen the teaching and students learning environment by adopting suitable leadership styles and focusing on the performance of faculty members.
- The performance of the teaching staffs will contribute in more research and quality teaching and thereby making the higher educational institutions meet the changes of a paradigm shift in education

For Researcher:

- This study validated the constructs of Micromanagement leadership
- The influence of Micromanagement leadership on Performance was tested through this study in higher educational institutions
- This study, therefore, contributed to the existing theory by developing the scale for micromanagement leadership which can be used for future research
- This research has provided additional evidence for the validity of the Employee performance scale adopted from UGC PBAC.

12.LIMITATIONS OF THE RESEARCH

Some of the important limitations of the research are mentioned below:

1. This study did not include the administrative staff in higher educational institutions
2. This study was conducted using a self-administered questionnaire. Also, the job performance of the teaching staff was self-evaluation which might have certain bias. This can be overcome by the future researcher by collecting the performance related data from the other stakeholder like students, supervisors etc.
3. The study was cross-sectional in understanding the influence of micromanagement leadership on performance.
4. Validation of the semi-structured interview was not done.
5. The study was confined to academic institutions in Delhi NCT not to other tier-2, tier - 3 cities, hence the results may vary.

13.SCOPE FOR FUTURE RESEARCH:

- 1 Since this study did a qualitative analysis through interview to know the perspective of leaders as to what conditions they feel it necessary to micromanage. This analysis can be done on a questionnaire basis and on a larger sample size to know the actual causes of micromanagement from the supervisor perspective and how does it influence the overall performance of supervisor and employees.
- 2 This study did not take into consideration any mediating or moderating variable and in future some of the factor like personality, organizational structure, type of organization, HR policies, age of the organization etc can be taken as a mediating or moderating variable.
- 3 This research could be extended to non- teaching fraternity as well and with defined performance measures members and also the comparison analysis can be also done on some of the categories like government/private, non-teaching/teaching, new/old institutions etc.
- 4 The study can be extended and can be empirically tested in other sectors as well.
- 5 This study can be further taken in other geographical regions
- 6 This study did not cover any comparison of public, private, government institutions.

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