

GEN Z'S PERSPECTIVE ON MICROMANAGING LEADERSHIP STYLE AND ITS IMPACT ON WORK PERFORMANCE

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Abstract

Currently, Generation Z in Indonesia has started to enter the workplace. This is an opportunity as well as a challenge for Indonesian society today and in the future. Therefore, it is necessary to prepare to welcome this new generation into the workforce, including considering what leadership styles can affect the business environment with this new generation. One of the leadership styles that may be adopted by leaders is micromanaging which is understood as a leadership style where the leader always wants to be involved in the work of subordinates; supervise subordinates carefully. Previous studies on the impact of micromanaging on Gen Z still show mixed results, therefore 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. From the perspective of Gen Z, micromanaging is perceived to have both positive and negative impacts on their work performance. Gen Z recognizes that micromanaging is necessary at this point in their careers with no work experience. Suggestions on how to manage micro Gen Z have been outlined and are part of this research.

Keyword :

Micromanaging,

Leadership Style, Gen Z,

Employee Performance

1. BACKGROUND

The prediction that Generation Z will dominate the workforce is inevitable (Devina & Dwikardana, 2019). Currently, Gen Z is predicted to reach 27% of the world's workforce, but this figure is still a projection for the future and will fluctuate (McCrindle, 2019). As most of Generation Z will likely graduate from high school and college in the coming years, the workforce will be constantly experiencing new influxes (Elias et al., 2021). In Indonesia, Gen Z is expected to reach 33% of the overall population by 2020, dominating the population by at least 80 million (Christiani & Iksari, 2020). The large number of the new generation who dominate this demographic is a challenge as well as an opportunity for Indonesian

people today and in the future (Deloitte Indonesia, 2019).

Therefore, it is necessary to prepare to welcome this new generation into the workforce (Chillakuri & Mahanandia, 2018). It is also necessary to consider what leadership styles may affect the business environment with this new generation (Deepika & Chitranshi, 2020) because each generation has its preferred leadership style (Elias et al., 2021). According to Deloitte (2014), leadership has been identified as the most important and pressing issue facing companies in Generation Z today. Gen Z expects their leaders to give them space and flexibility in carrying out their work assignments and let them be creative under

the responsibility but still give them guidance and constructive feedback (Elias et al., 2021).

Gen Z's biggest motivator in choosing a job is the opportunity to learn and develop themselves, while salary is the umpteenth factor (Nintex Research, 2019). Therefore, they like inclusive leaders and can support employee participation (Elias et al., 2021). However, the results of a study conducted by Juni & Julius in 2019 about how the millennial perspective on leadership style at one of the state-owned companies in Indonesia show that millennials and Gen Z have a low level of engagement, 59.97, while other generation's average above 80. Based on the survey results, it turns out that this is caused by lacked authority and delegation of work to millennials and Gen Z. On the contrary, their leaders tend to give them close supervision. As a result, the new generation in the company chose to switch to another company that can provide comfort and flexibility in their work.

This case indicates the existence of micromanaging where leaders who are reluctant to delegate work and provide close supervision to their subordinates may become micro-managers (White, 2010). According to Goldsmith & Goldsmith (2012), Micromanaging leadership style can have a positive impact if it is done at the right time in the right way, especially in dealing with new inexperienced employees in their early career steps like Generation Z (Vozza, 2014).

However, According to Elias et al., (2021) in their study, it was shown that Gen Z does not like micromanaging leaders because they see it as an insult (Elias et al., 2021) while other research shows that at the same time Gen Z demanded leaders who can guide and provide them with knowledge and timely constructive feedback on their work (McGaha, 2018), which is one characteristic of micromanaging (White, 2010) that can be a major advantage for Gen Z performance (Devina et al., 2019; Wright et al., 2017). The studies still show mixed results in micromanaging Generation Z. This raises questions about how Gen Z perceives micromanaging because there are contradictions in previous studies which showed that Gen Z does not like micromanaging (Elias et al., 2021) but at the same time they need constant guidance and constant feedback (McGaha, 2018) which is one characteristic of micromanaging (White, 2010).

This mixed result about micromanaging Gen Z provokes a question of whether several characteristics of micromanaging are required by Gen Z, especially in their early career step. Therefore, because leadership plays an important role, especially in Gen Z's early career steps (Deepika & Chitranshi, 2020), this study aims

to see Gen Z's perspective on micromanaging leadership style and see the impact of micromanaging on Gen Z's performance, especially because there have been no specific studies in Indonesia about micromanaging on Gen Z.

2. LITERATURE REVIEW

Leadership and Leadership Style

Leadership is not only about the personal nature of the leader but also about how to establish good relationships with subordinates to achieve organizational or company goals (Gandolfi & Stone, 2018). Everett (2021) defines leadership as an art to influence and inspire subordinates carried out by leaders to encourage an organization or group to be better. Similar to Everett (2021), Vasilescu (2019) defines leadership as the function of a leader to encourage followers to work effectively and efficiently to improve company performance. This statement is also supported by the research results of Sethuraman & Suresh (2014) which show that modern theory proves that leadership can be developed and not just an inborn trait.

Therefore, leadership style greatly influences the success of a leadership (Everett, 2021) as a way that is intentionally done by a leader to influence subordinates in an organization or company to achieve common goals (Gandolfi & Stone, 2016). Van Wart (2013) defines leadership style as an aggregation of a leader's behavior, traits, and abilities in establishing relationships with subordinates to achieve efficiency. Leadership style is also considered to have an important role in an organization or company as a major determinant in managing subordinate performance (Ohemeng et al., 2018).

Micromanaging as Leadership Style

Definitions of micromanaging are abundant and varied, however, it focuses on 6 characteristics: (1) A leadership style in which a leader always wants to be involved (Stephen, 2020) and often takes over the work of subordinates when they do not do the work as desired (Bielaszka-DuVernay, 2008). (2) Constantly checking on their subordinate's work (White, 2010). (3) Guiding constantly by telling them what to do and how to do it (White, 2010). (4) Pay close attention to details (Stephen, 2020). (5) Reluctant to delegate tasks (Bielaszka-DuVernay, 2008) (6) and involve subordinates in decision making (Bielaszka-DuVernay, 2008).

Two Sides of Micromanaging

Research on micromanaging leadership styles still shows mixed results (Mirsha et al., 2019). However, whether micromanaging is the ideal leadership style to achieve business goals or not and whether this leadership style is effective in improving employee performance in an organization is still debated (Stephen, 2020). As previously discussed, micromanaging has been defined as a poor leadership style by previous researchers as a leader who always wants to be involved in the work of subordinates and pays attention to details (Mirsha et al., 2019, Sidhu, 2012). But despite all the unfavourable connotations of this leadership style, it is inappropriate to state that micromanaging is completely bad (Stephen, 2020). According to Stephen (2020), some tasks and activities may require continuous monitoring to achieve optimal results. Micromanaging can help leaders evaluate and assess the performance of their subordinates because not all employees are proven to be dedicated. Therefore, the micromanaging leadership style can be a good tool to develop employee productivity in the workplace.

Leadership Style and Perception

There are many styles of leadership and every leader has their style (Khan, et al., 2015). According to Altun et al., 2017, employees' perception of their leader's leadership style can affect their perception of their leader and can be a factor that influences their performance. How employees think about their leader's style can shape positive and negative perceptions about their leaders and can greatly affect their work (Asgari et al., 2020). According to (Greenberg & Baron, 2000), the definition of perception is the stage in making choices, gathering and understanding information. Positive subordinate perceptions of the leader can encourage the growth of an organization or company and improve employee performance (Olivera, 2020). Conversely, a negative perception can have an impact on decreasing employee satisfaction and high turnover rates which can affect financial performance in an organization or company (Harter et al., 2010).

Generation Z Entering Workforce

The prediction that Generation Z will dominate the workforce is inevitable (Devina & Dwikardana, 2019). Currently, Gen Z is predicted to reach 27% of the world's workforce, but this figure is still a projection for the future and will fluctuate (McCrindle, 2019). As most of Generation Z will likely graduate from high school and college in the coming years, the

workforce will be constantly experiencing new influxes (Elias et al., 2021). In Indonesia, Gen Z is expected to reach 33% of the overall population by 2020, dominating the population by at least 80 million (Christiani & Ikasari, 2020). The large number of the new generation who dominate this demographic is a challenge as well as an opportunity for Indonesian people today and in the future (Deloitte Indonesia, 2019).

Gen Z Characteristics and Their Demand of an Ideal Leader

There have been many studies examining the attributes that characterize Generation Z (Chillakuri, 2020). Gen Z is mentioned as a generation that thinks more critically (Chillakuri & Mahanandia, 2018) because they grew up in a complex environment full of uncertainty (Deepika & Chitranshi, 2020). Gen Z's life is also fully connected to the global world (Seemiller & Grace, 2016) which is supported by technological advances both in the education system and in other aspects of life so that they can gain more knowledge at a younger age (Elias et al., 2021). Therefore, the rapid development of technology is the characteristic that most distinguishes Gen Z from other generations (Elias et al., 2021; Berkup, 2014). Gen Z likes to learn things at their own pace with the comfort of the internet and technology, they see their colleagues and leaders as resources to support their performance (Seemiller & Grace, 2017).

However, Sodexo's research reveals that there is an urgent need for organizations to understand how Gen Z expects the workplace (Elias et al., 2021). One of them is what leadership style may affect the business environment with this new generation (Deepika & Chitranshi, 2020). According to McGaha, 2018 "A preferred leader is someone who shows respect and appreciation to their teams for the work they do". Deloitte, 2014 revealed that leadership style has been identified as the most important and pressing issue facing companies in Generation Z today. Because it is undeniable that many organizations around the world are not ready for this because of the lack of studies that Gen Z is starting to dominate the workforce (Elias et al., 2021; McGaha, 2018). Aziz et al., (2021) in their study, believe that the expectations, characteristics, communication style, and preferred leadership style of Gen Z can shape their work environment.

Leadership Style and Its Effect on Gen Z Employee Performance

According to Sabir et al., (2012) employee performance is one of the important components

that can support the success of an organization or company. Munawaroh et al., (2013) defined employee performance as actions and achievements that are expected to be delivered by individuals within a certain time. While, according to Nguyen et al., (2020) employee performance is an individual's ability to complete work or tasks properly with a certain motivation and level of ability. Previous researchers have shown factors that can affect employee performance (Nguyen et al., 2020). One of the factors that significantly influence employee performance based on research conducted by Pawirosumarto & Sarjana (2016) is leadership style. How a leader's leadership style reflects their ability to meet the needs of their followers and influence their followers to achieve the goals and objectives of the organization or company (Nguyen et al., 2020).

3. RESEARCH METHODS

To find out more broad and in-depth information about Gen Z's perception of the micromanaging leadership style and its impact on their work performance, this study used a qualitative approach. In a study with a focus on a holistic and in-depth study of human experience, qualitative methods are very suitable to be used for exploring problems in the research questions and objectives of this study (Pathak et al., 2013). The qualitative approach used in this research was phenomenology. Phenomenology is a method that studies the life experiences of several individuals from a particular phenomenon. The greatest phenomenology figure, Edmund Husserl, stated that a phenomenon is related to the intentionality of consciousness, where the reality of an object is closely related to one's consciousness about it (Creswell, 2007).

Many experiences of everyday life are realized and experienced by humans (Raco, 2010). This life experience can be in the form of phenomena such as loneliness, disappointment, anger, anxiety, or insomnia (Moustakas, 1994), which are then described and interpreted by phenomenologists based on the similarities that all participants have when experiencing these phenomena (Creswell, 2007). The description consists of "what" the participants experienced and "how" they experienced it (Moustakas, 1994). The process of collecting data in the phenomenology approach is usually performed through individual interviews with people who have experienced the phenomenon (Creswell, 2007). By conducting interviews, researchers could understand the meaning of one's experience (Raco, 2010) because the main aspect of this kind of research is the "essence". Therefore, researchers must be able to

interpret the different meanings of their participants' life experiences, not only describe them (Creswell, 2007).

In this research, data were collected through a literature study and in-depth interviews with participants to determine Gen Z's perception of the micromanaging leadership style and its impact on their work performance. A phenomenological approach with semi-structured interviews was used. According to Padilla-Díaz (2015) & Roulston (2010), semi-structured interviews are suitable and recommended for phenomenological research designs. This semi-structured interview is useful for a phenomenological researcher to discover participants' life experiences in a phenomenon and how they interpret that experience (Raco, 2010) by asking open-ended questions and follow-up questions (Adams, 2015).

The researcher interviewed six informants with the criteria of informants, namely Gen Z (aged 18-27 years) (Elias et al., 2021; McGaha, 2018) who have been working in an organization or company for at least six months and have experienced micromanaging by their leaders in the organization or company. The selection of these informants was the researcher's strategy to be able to select participants who have experience in the same phenomenon according to the research objectives; thus, participants can understand the research problem and share their experiences significantly and meaningfully with the phenomenon under study (Yüksel, 2015; Creswell, 2007; Moustakas, 1994).

4. RESULTS AND DISCUSSION

4.1 Transcendental-Phenomenological

Reduction (Epoche)

The researcher conducted research directly through interviews with Gen Z who had experienced being micromanaged by their leaders to explore how Gen Z's perspective on micromanaging leadership style and its impact on their work performance. This interview process explores in depth about "what" and "how" that is felt by the individual in the phenomenon. To be able to obtain in-depth information and understanding of individual experiences in a phenomenon, the researcher in this case positions herself in neutrality without providing direction or encouragement to the informants in answering the questions posed so that the information obtained in this study is pure and original information from the statement of the informant without any intervention from the prejudices or thoughts of the researcher.

4.2 Horizontalization

At the Horizontalization stage, the researcher compiled a transcript of the interview results then analyzed the interview transcript and highlighted important statements or quotes that allow us to understand how the participants experienced the phenomenon (Creswell, 2007). At this stage, the researcher emphasizes understanding that all participant statements or horizons in the interview have the same value (Blodgett-McDeavitt, 1997). In other words, the researcher sees each statement as equally important (Moustakas, 1994).

4.3 Textural Analysis

At this stage, the researcher grouped meaningful statements from the informants into themes (Creswell, 2017) and described the subject and content conveyed by the informants (Padilla Díaz, 2015). The researcher analyzed "what" Gen Z's perception of the micromanaging leadership style was and "what" the impact on work performance was felt directly by the informants, which in this case is Gen Z as a new generation that is currently starting to enter the workforce.

4.3.1 Micromanaging Leadership Style Characteristics

Take Over The Work of Subordinates

Based on the results of the interviews, the informants explained how their experiences and perceptions were when they were micromanaged by their leaders. The first is that some of them experience that their leaders often take over their jobs. Some Gen Z felt that their leaders often doubted if their subordinates could do the work on time, therefore these leaders often took over their work before the deadline even though it was not the responsibility of the leader. With their job taken over, Gen Z feels that they are just subordinates who are not allowed to actively participate in the company. They said that when they have to handle a job or a project, they want to know it from start to finish to get the essence of it but their leader doesn't involve them fully in the development of the project so they feel like they are not needed.

Constantly Checking

Based on the results of interviews, several informants experienced that their leaders liked to do constant checks on their work, such as asking about work progress and doing a follow-up on problems faced by subordinates in doing work. But some of them felt that it was sometimes too much because according to them, their leader had set a deadline for the tasks given, but before reaching the deadline the leaders had been asking continuously

how the progress was and whether the work had been completed so that some of them they feel uncomfortable because they feel that they are constantly being watched and feel that their leader does not believe that they can do their job well and on time.

Constantly Guiding

The informants explain that their leaders like to guide what their subordinates should do and then explain how to do it by telling the steps that must be taken in carrying out the given task in detail. In addition, this theme also refers to leaders who guide their subordinates to achieve common goals.

The existence of constant guidance from their leader is considered a positive thing by some Gen Z who feel more directed in doing tasks because the leader provides them with detailed guidance. Some Gen Z also said that their leaders always hold regular meetings to evaluate work and provide direction to subordinates regarding the tasks that will later be given such as what points should be made in the assignment. However, there was also Gen Z who said that by being given constant guidance she felt she was not free in doing her work, she felt she could not explore the source material for her work because everything had been provided by the leader.

Pay Close Attention to Detail

The informants explain that their leaders like to pay attention to details in the work of subordinates such as in writing reports and often ask subordinates to revise their work. There was Gen Z experienced that the leader was very detailed, and even the punctuation marks on the report could be questioned. They feel that their leader is not easily satisfied with their work so they ask them to revise their work until it is to what the leader wants.

One informant shared her experience that her leader was often asked for revisions on analytical tasks such as when the subordinates finished creating an event, the leader asked the subordinates to make a report on what and how they got from the event in detail, such as how the percentage of the event increased sales. In addition, in analyzing social media, her leader asks subordinates to do a detailed analysis such as why the company's social media engagement can go down and why it can go up and then how to get loyal followers so that the number of followers does not go up and down. According to her, when she does not write a detailed report according to what her leader asks, her leader will ask her to revise it.

Reluctant to Delegate Task

This theme refers to the leader who does not provide opportunities for subordinates to try to solve a problem in their way and is reluctant to delegate tasks to subordinates even small tasks based on the experience of the informant when interviewed. Based on the results of the interview, some Gen Z feels that their leaders are not allowing them to solve problems on their own. Their leaders often take over the work and handle work that is not their responsibility.

"It's because sometimes, even small things like even just replying to Whatsapp ... is like a small thing, right? but she doesn't want it so she's still the one who handles it.. she said "no, I'm the one who replied" (Informant 01)

Based on the results of the interview, informant 01, who is an admin in the field of health restitution at a state-owned company in Indonesia explained that she felt that her leader did not allow her as a subordinate to try to solve problems in her way because her leader often took over her work even though the deadline had not been reached. She wants that her leader can trust her subordinates because according to her other factors can be an obstacle in carrying out her work as a health restitution admin, such as miscommunication between the hospital and insurance service providers which in the end caused her work to be hampered. Or in other words, when her work is a little slow, it is not entirely because of her desire, but there are external factors that also determine the success of the restitution, therefore she wants to be given the opportunity first to try to finish it.

Provide Constant Feedback

This theme refers to the experience of informants where their leaders like to provide feedback when they finish a meeting or after they have finished doing a task. Gen Z feels that by being given feedback they can learn and make improvements from their work, therefore they see this as a positive thing because they don't like leaders who are too indifferent, they need leaders who can direct them to achieve their goals.

Always Want to be Involved in the Work of Subordinates

The informants explained their experiences that their leaders always want to interfere in the work of their subordinates. Some informants also said that their leaders want to always know what

their subordinates are doing even though they are not there. So they feel uncomfortable.

4.3.2 Subordinates' Perceptions of Why Leaders Adopt a Micromanaging Leadership Style

Doubt About the Performance of Subordinates

The first theme in this category is doubt about the performance of subordinates. Some informants said that their leaders are pessimistic about their performance as subordinates, besides that they also feel that their leaders are worried that their employees will miscommunicate with stakeholders so that the leader takes over their work, some informants also explained that their leaders do not believe in the abilities of their subordinates so they think it caused the leader to do micromanaging.

According to Informant 01, who is an admin in health restitution, she shared her experience that at one time they faced a new case where the case was related to employees and retirees as their customers. Therefore they as admins have to convey it to employees and retirees about the new case, but according to her, the leader doesn't allow them to tell their customers because the leader is worried that if they tell their customers there will be a miscommunication, therefore their leader take over the work of their subordinates even though it should be her job desk (Informant 01) as an admin.

Dealing with Low-Performing Employees

The second theme in this category is dealing with employees who have low performance. This refers to the results of interviews, some informants feel that their leaders do micromanaging when they have slow performance, are passive in activities in the company, and do their work carelessly.

Dealing With New Inexperienced Employees

According to the perception of some informants, they feel that their leaders micromanage them because they are interns who still do not have work experience so they need intervention from their leaders. One of the informants who is an intern at a Startup in the EduTech field as a marketing specialist felt that the reason behind her leader micromanaging was because when she just started working she didn't have any skills. In addition, she is passive because she is afraid of making mistakes, so she chooses to remain silent and only waits for instructions from her leader. However, according to her, after her leader gave her a challenge, by frequently asking her for revisions and not being easily satisfied with her work, she could make improvements and could do what her boss wanted her to do.

4.3.3 Gen Z's Expectations Need Space to Solve Problems

The first expectation from the informants is that they need space to solve their problems at work in their way. They want to be allowed to be able to solve problems in their way without much interference from the leader. They hope that when they face new problems their leader can invite them to discuss to solve these problems so that they can learn and be better prepared to face problems in the future. According to them, this is more a solution than the leader directly taking over the work.

Get Out From Comfort Zone

The second expectation from the informants is that they want to get out of their comfort zone. They like challenges and like to seek new experiences.

"My hope at work is that I don't want to stay in my comfort zone, I want it to be like I can upgrade myself"
(Informant 01)

Informant 01 who is an admin in health restitution at a state-owned company in Indonesia said that at work she does not want to stay in her comfort zone but she wants to upgrade herself by learning to face new problems. According to her, by being micro-managed, she is unable to develop herself because almost all of her work is handled by the leader and she is not allowed to try to solve her problems in her way. She hopes that when there is a new problem she wants her leader to be able to guide her subordinates to solve the problem instead of taking over it because she thinks it is not a solution. After all, subordinates cannot learn to solve it and will continue to depend on their leader when they face new problems again.

Want to Be Actively Involved

In addition, Gen Z also hopes that they can be more involved in activities in the company such as in projects and in discussions to solve problems that exist within the company because according to them it is very influential on their work performance in the company. One of the informants who is an intern at a multinational company in Indonesia feels that her performance is low when she is not involved in an activity or project that she should be involved in. She felt that her knowledge was stuck and she felt neglected. She feels she wants to have an impact on the company and develop herself as a motivation for her to do an internship.

4.4 Structural Analysis

4.4.1 Positive Impact Keep Subordinates On Track

Based on the results of the interview, the informants said that the positive impact they felt was that they became motivated and directed to achieve goals. Because the leader is very detailed and can direct their subordinates to achieve common goals. They said some leaders are very indifferent to their subordinates. So they only tell what they want without guiding their subordinates to achieve what they want. Some informants also said that the positive impact they felt was that their leader always took the time to provide good feedback and contacted them directly to discuss their work so that they could carry out their work in a directed manner.

Self-Improvement

The second positive impact is self-improvement. According to some informants they said that they could learn from the feedback given by their leaders so that they could do self-improvement then they also felt that they were more in control of a job because the leader gave them clear guidance on what they should do and how to do it.

Facilitate The Work

The third positive impact felt by the informants was that it made their work easier. Some informants said that their work was faster because the leader was much involved in their work such as providing guidance. One of the informants who is a legal staff and technical cooperation program and evaluation at one of the ministries in Indonesia, the positive impact she felt was that her work could be made easier and faster because her leader gave her clear guidance on the sources of material she should take so that she does not have to look for it again herself because her leader does not allow and frees her subordinates to look for material sources on their own.

4.4.2 Negative Impact Lack of Knowledge

The first negative impact felt by the informants was a lack of knowledge. According to some informants, they do not know how to solve new problems and then they also feel that they do not get the essence of doing internships because the leaders do not involve them in activities in the company such as projects that they think they should be involved in the project. According to Informant 01 who is an admin in health restitution at a state-owned company in Indonesia, she said that she is often confused when facing new problems because when there are new problems the

leader immediately takes over and does not involve her subordinates in discussions.

"I feel like I haven't found the essence of my internship here. .. And I feel like I'm not needed, even though I should be involved in every project, right?"
(Informant 02)

In addition informant 02 who is an intern at a multinational company in Indonesia as a marketing specialist said that she did not find the essence of doing an internship at the company because the leader rarely involved her in company activities such as projects.

Demotivation

The second negative impact felt by the informants was that they experienced demotivation. Based on interviews, several informants said that the impact of being micromanaged by their leaders is that they become lazy at work because the leader takes over a lot of work and does not provide opportunities for their subordinates to do work or do problem-solving in their way.

"But the bad impact on me is that it makes me lazy.. So it's like "oh well, I can relax because, in the end, she will handle it, after this she handles it, so I can relax" like that.." (Informant 01)

One of Gen Z's who is an admin in health restitution at a state-owned company in Indonesia feels that the negative impact of the micromanaging leadership style is that she becomes lazy at work. According to her, she underestimated work and did not give maximum effort when she worked because she thought that in the end, her leader would handle it.

Unable To Do Self Development

The next negative impact that Gen Z experiences, when micromanaged by their leaders, is that they feel they can't develop themselves because their leaders don't give Gen Z the freedom and space to try to solve problems in their way so that when they face new problems they don't know how to solve problems. They also feel that their knowledge does not increase. They cannot explore the source material for the tasks given independently because everything has been provided by the leader even though they like to look for something new and learn from new things.

"I feel that I'm useless, you know, during the rest of the internship for the last 4 months I felt that "what is this, I don't have one thing that can develop myself" like that" (Informant 02)

One Gen Z who is an intern at a multinational company said that for the last 4 months she had an internship, she felt useless because she was micromanaged by her leader. The leader rarely delegates tasks and involves her in projects within the company, even though her motivation in doing internships is that she wants to have a lot of experience and knowledge, especially because she does an internship at a multinational company which has more opportunities to gain experience and knowledge. Therefore, with micromanaging, she feels that she does not have something that can develop herself.

Lack of Confidence

The next negative impact felt by the informants was that they became less confident because their leaders rarely trusted their subordinates so their subordinates became doubtful about their work. They said that when they do a task or job, they need a long time because they have to rethink and check their work repeatedly to make sure that the work is by the leader's request. This is done because they are afraid that their work will not match what the leader expects. They also become doubtful about their work whether it is correct or not because their leader rarely trusts them so they feel less confident in their abilities.

"I had doubts like "that's actually what I'm doing isn't it true or not? ... Because I've been like that, so in the end, I was afraid to do it again. So it took me a long time to do it, so I had to think 2-3 times and have to re-examine what I came up with"
(Informant 02)

A Gen Z who is an intern at a multinational company in Indonesia said that the negative impact she felt was that she became doubtful about her work so she took a long time to do it because she had to check her work repeatedly to make sure that her work was by what was expected.

5. Discussion – Eidetic Reduction

The micromanaging leadership style adopted by their leaders has been perceived differently by Gen Z. There were Gen Z who perceived the micromanaging leadership style positively and some perceived it negatively. This is also

influenced by Gen Z's expectations at work, namely, they want space to be able to solve their problems in their way, so according to them when they are micro-managed by their leaders it has a negative impact on their performance. They feel that they cannot develop themselves because when there was a problem in the company, the leader did not allow them to try to solve the problem in their way.

This research is in line with research conducted by Moore, 2019 where it was shown that Gen Z feels valued when they can figure out solutions for themselves rather than having a leader micromanage solutions to their problems. In addition, according to research conducted by Elias et al., 2021, Gen Z expects their leaders to give them space and flexibility in carrying out their work assignments and let them be creative under the responsibility. Therefore, some Gen Z perceive the micromanaging leadership style negatively because it does not match their expectations, they want flexibility in their work, especially in finding solutions for themselves.

Gen Z also has a desire to be able to get out of their comfort zone at work, they like to find out new things and seek new experiences. Therefore, by being micromanaged they feel they are lacking in knowledge. Some of them feel that they do not know how to solve new problems and then they also feel that they do not get the essence of doing internships because the leaders do not involve them in activities in the company such as projects. This is in line with research conducted by Moore, 2019 where research shows that Gen Z values interaction, interconnection, and information so they feel the need to be emotionally connected to what they are doing. Therefore, some Gen Z feel that the micromanaging leadership style harms their work performance because it can prevent them from being able to explore new knowledge and experiences.

Some Gen Z also feel demotivated at work when their leader micromanages them. They become demotivated and lazy to work because the leader often takes over their work. This is in line with (Mirsha et al.,) where study showed that continuous interference can create an uncomfortable working atmosphere and reduce employee motivation and hinder productivity and innovation. Gen Z also felt that they were underestimating the job because they thought that in the end, the leader would handle the job so they didn't give their maximum effort.

Gen Z hopes that their leaders can give them the space to do their jobs in their way without any interference from their leaders. This is in line with the research conducted by Aziz et al., 2020 where

it was shown that Gen Z likes leaders who can create a work environment that encourages inclusiveness, self-motivation, and curiosity. By being micro-managed, Gen Z who have a great curiosity about something new can't develop themselves.

Another impact that Gen Z felt on their work performance was that they became less confident because their leaders often did not trust them so they became doubtful about their work. By not delegating tasks and taking over the work, Gen Z perceives that this is a form of leader's distrust of their subordinates and Gen Z perceives that this is also the reason their leaders adopt the micromanaging leadership style. Gen Z's perception of why their leaders adopt the micromanaging leadership style is in line with the research conducted by Mirsha et al., 2019 where according to his research, one of the reasons why a leader adopts the micromanaging leadership style is because they lack confidence in the abilities of their subordinates.

Some Gen Z said that sometimes they want to take the initiative in doing a job but it turns out that it is not in line with what the leader wants so they become less confident and passive. They choose to wait for instructions from their leader instead of starting first and when they do a task, they take a long time because they have to think several times and re-check their work because they are afraid that the work will not match what the leader wants. This is in line with the research conducted by Mirsha et al., 2019 which showed that micromanaging can reduce employee morale and can create self-doubt which in turn affects their self-confidence because they feel that their efforts will not be appreciated.

However, Gen Z also realizes that a micromanaging leadership style is needed at the point of their careers when they are new to the organization and have no work experience. Gen Z feels that the micromanaging leadership style also has a positive impact on their work performance. They feel their work is more directed and controlled because the leader always guides them and is very concerned about their performance so that they can do the work faster. In addition, their leaders always take the time to provide feedback so that their subordinates can make improvements from the feedback. Gen Z doesn't like leaders who are too indifferent, they need a leader who can direct them to achieve their goals and give them feedback. This is in line with the results of research conducted by Elias et al., 2021 where it is shown that Gen Z needs leaders who can involve them in learning opportunities and provide continuous constructive feedback because they think this can increase productivity and strengthen engagement

between subordinates and leaders. Furthermore, the majority of Gen Z implies that receiving feedback will motivate them to do a better job

CONCLUSION

Micromanaging is like two sides of a coin for Gen Z where they do not have work experience so they need constant guidance and feedback but besides that, they also need flexibility in their work. Existing studies have shown that the micromanaging leadership style has a bad effect on Gen Z, but this study shows that the micromanaging leadership style is not fully perceived and has a negative impact on Gen Z's work performance. One of the interesting findings is that Gen Z is aware that at the point of their career micromanaging is necessary because they do not have work experience so micromanaging can help those who have just entered the workplace and are new to the organization to be able to know their roles and responsibilities well so that they can work more efficiently and contribute to the company.

As an economic driver, leaders need to be aware of the needs of their employees, which in this case are Gen Z who want flexibility in solving their problems and want to have an impact within the company. Therefore, leaders must ensure that they involve Gen Z employees and create a work environment that supports the needs and

expectations of Gen Z to create a sense of ownership among employees. Gen Z realizes that at the beginning of their career, a micromanaging leadership style is needed because they do not have work experience, therefore leaders can carry out a micromanaging leadership style that is more directed in a direction that can support them to be able to develop themselves such as inviting them to discuss in solving a problem and involve them in company activities, so, Gen Z will feel that they are part of the company because they need to be emotionally connected to what they are doing. Leaders can also provide constructive feedback because Gen Z values interactions and interconnections and they view their leader and co-workers as resources to support their performance. Then instead of taking over the job, leaders can guide Gen Z step-by-step at the beginning of their careers so that they can know their obligations and responsibilities but when Gen Z has started to know their obligations and responsibilities, leaders must provide space for Gen Z to be able to work flexibly and solve problems in their way. That way Gen Z will feel that they are trusted by their leaders so that they can increase their self-confidence and they can also freely develop their creative innovative ideas that can have a positive impact on the company's success.

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