

THE IMPACT OF MICROMANAGEMENT ON
EMPLOYEE PERFORMANCE AMONG SALES
AGENTS IN MALAYSIA

CHEN YU WEN SHAREN

BACHELOR OF INTERNATIONAL BUSINESS
(HONOURS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND
MANAGEMENT

DEPARTMENT OF INTERNATIONAL BUSINESS

MAY 2026

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BY

CHEN YU WENT SHAREN

A final year project submitted in partial fulfilment of
the requirement for the degree of

BACHELOR OF INTERNATIONAL BUSINESS
(HONOURS)

FACULTY OF ACCOUNTANCY AND
MANAGEMENT

DEPARTMENT OF INTERNATIONAL BUSINESS

MAY 2026

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- (3) Sole contribution has been made by me in completing the FYP.
- (4) The word count of this research report is 16,767 words.

ACKNOWLEDGEMENT

I am deeply grateful for the invaluable guidance and support I received throughout my academic journey, culminating in this final-year project. My heartfelt appreciation goes to my supervisor, Dr. Jayamalathi a/p Jayabalan, whose unwavering encouragement and expertise have been instrumental in shaping this research. Her thoughtful mentorship and constructive feedback significantly enhanced the quality of my work and strengthened my research skills. I am truly fortunate to have had her guidance throughout this process.

I would also like to extend my sincere gratitude to my second examiner, Dr. Low Mei Peng, for her valuable feedback and constructive suggestions during the oral presentation of my research project (VIVA). Her insights and critical observations provided me with the clarity needed to refine and improve my work, making the research more comprehensive and impactful.

I am also thankful to the 210 respondents who participated in my survey, generously sharing their time and perspectives, which were crucial for achieving this study's objectives.

Lastly, my heartfelt thanks to Universiti Tunku Abdul Rahman (UTAR) for providing the platform, resources, and opportunities that facilitated this meaningful research journey.

This project would not have been possible without the collective support of my supervisor, second examiner, respondents, and UTAR, all of whom have greatly contributed to my academic and personal growth.

DEDICATION

This research project is lovingly dedicated to:

Dr. Jayamalathi a/p Jayabalan, my esteemed supervisor, whose patient guidance, valuable knowledge, and unwavering support have been instrumental in the successful completion of this research. Her dedication, expertise, and encouragement from the beginning to the end of this journey have made an indelible impact on my academic growth.

Dr. Low Mei Peng, my second examiner, for her constructive feedback and insightful suggestions that allowed me to enhance and refine my research, making it more impactful and comprehensive.

and,

family, friends, and respondents,

whose constant support, encouragement, and willingness to contribute have been the cornerstone of this project. Their belief in me has made this accomplishment possible.

This project stands as a testament to the collective support and guidance of these incredible individuals.

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LIST OF ABBREVIATIONS

SET	Social Exchange Theory
SPSS	Statistical Package for the Social Science
IV	Independent Variable
DV	Dependent Variable
H	Hypothesis
Exp_Sup	Excessive Supervision
Lack_Aut	Lack of Autonomy
Lack_Trust	Lack of Trust
Cont_Orient	Control Orientation
Avoid_Del	Avoidance of Delegation
R ²	R-squared
P	P-value
β	Beta
α	Alpha
Sig.	Significant
R	R-value
F	F-ratio
df	Degree of Freedom

ABSTRACT

In today's competitive business environment, employee performance is a critical factor influencing organizational success, particularly within performance driven industries such as sales. Leadership practices play a significant role in shaping employees' motivation, engagement, and productivity. Among these practices, micromanagement has gained increasing attention on the impact on employees' psychological well being and work outcomes. Therefore, this study examines the impact of micromanagement on employee performance among sales agents in Malaysia. Micromanagement is conceptualized through five dimensions, namely excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation. Grounded in Social Exchange Theory, this research posits that controlling and mistrustful managerial behaviors weaken the exchange relationship between supervisors and employees, leading to reduced employee performance. A quantitative, correlational, and exploratory research design is employed using a survey-based approach. Data is collected through a structured self-administered questionnaire distributed to sales agents across various industries in Malaysia, including e-commerce, logistics, real estate, telecommunications, insurance, and freelance sales. The questionnaire measures perceptions of micromanagement and self-reported employee performance using a five-point Likert scale. Statistical analysis is conducted using SPSS software, incorporating descriptive statistics, reliability analysis, and inferential techniques such as Pearson correlation and multiple regression analysis. The findings are expected to provide empirical evidence on the effects of micromanagement on employee performance and offer practical insights for managers in sales-driven environments to adopt more supportive and trust-based leadership practices.

Keywords: Micromanagement, Employee Performance, Social Exchange Theory, Sales Agent

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter provides an overview of the research study, focusing on the impact of micromanagement on employee performance among sales agents in Malaysia. It begins by outlining the research background, highlighting the importance of leadership practices in influencing sales performance within Malaysia's competitive retail and service sectors. The chapter then identifies key problem statements related to micromanagement behaviors, presents the research objectives and questions, discusses the scope and limitations of the study, and explains its academic and practical significance.

1.1 Research Background

In today's highly competitive sales industry, organizations strive to maintain high levels of employee performance to drive overall success by boosting productivity, innovation and profitability, while also improving employee motivation, satisfaction and retention (Jay, 2025). The sales industry, particularly within Malaysia's retail and service sectors, is highly performance driven. Sales agents play a pivotal role as the primary link between companies and customers, directly influencing revenue generation and customer satisfaction (Educo, 2025). Consequently, the effectiveness of leadership and management practices significantly affects their motivation and performance.

Burhan and Khan (2023) stated that leadership approaches have evolved toward empowerment and autonomy; however, many managers still continue to exhibit micromanagement behaviors characterized by excessive supervision, lack of trust, and control over employee's decisions (Arthur, 2024). Studies by Aljabri & Alharthy (2025) have shown that micromanagement often leads to diminished employee engagement, reduced creativity and employee performance. According to Gallup (2025), only 21% of employees worldwide feel engaged at work. In Malaysia the figure is just 25%. This means nearly three quarters of Malaysian workers are not engaged. Employee engagement is a known driver of job performance. When engagement is low, performance suffers. Micromanagement has been shown to reduce employee engagement through excessive supervision and lack of autonomy. Therefore, a critical gap exists. Low engagement among Malaysian sales agents likely harms their performance. Micromanagement likely causes that low engagement.

Small and medium-sized businesses (SMEs) make up more than 97% of all company establishments in Malaysia, dominating the country's economy (Editorials, 2025). Many of these are owner-managed businesses in the e-commerce, logistics, real estate, telecommunications, insurance, and freelance sectors, where close monitoring and limited delegation are common in the real world. Although these procedures are frequently meant to guarantee cost and quality control, they may unintentionally restrict employee freedom and compromise performance results. (Joshua et. al., 2024). Sales agents in particular experience high job demands, performance pressure, and direct supervision, making them especially susceptible to the effects of micromanagement (Rakhy & Ambily, 2022). Hence, understanding this dynamic provides insight into how managerial practices can be improved to enhance motivation, performance, and organizational sustainability within Malaysia's sales environment.

1.2 Research Problems

Micromanagement is a leadership style in which managers behave with excessive control over employees' work, often monitoring every task and limiting independent decision-making (Coursera, 2025). It is typically manifested through five key behaviors, which refer to excessive supervision, lack of autonomy, lack of trust, strong control orientation, and avoidance of delegation (Saleh, 2025 & Desai, 2020). These behaviors often arise when micromanagers feel insecure, lack confidence in their employees, face high performance pressure, or struggle with delegation, particularly among new or inexperienced supervisors (Jennifer, 2025). Although micromanagement is often intended to ensure quality and efficiency, it can restrict autonomy, signal mistrust, and hinder employees' ability to perform effectively and confidently (Kagan, 2025).

More and foremost, employee performance is the extent to which an individual carries out their responsibilities and promotes the organization's goals (Klara, 2025). High employee performance boosts productivity, profitability, and workplace morale, all of which are critical for corporate success (Litmos 2025). When employees' needs for autonomy, trust, and recognition are suppressed, performance can suffer through disengagement, reduced job satisfaction, and diminished effectiveness.

The general problem is that many Malaysian organizations, particularly in the retail and service industries, continue to rely heavily on traditional command and control management practices, despite increasing awareness of employee empowerment and participative leadership (Walid Abdullah et al., 2020). Managers in these settings frequently supervise even the smallest facets of workers' assignments, believing that close supervision ensures efficiency and consistency (Kagan, 2025). However, this micromanagement style often restricts

employee independence and signals mistrust, leading to negative workplace outcomes (Saleh, 2025; Desai, 2020).

The specific problem is that micromanaging leaders have limited knowledge of how their leadership style influences employee performance, particularly among sales agents in Malaysia's high pressure sales environment. Recent employee feedback indicates growing dissatisfaction linked to overbearing supervision and minimal decision making freedom. Many sales agents report burnout and stress due to constant monitoring and a perceived lack of trust from their superiors (Julie & Jeffrey, 2022).

Moreover, these micromanagement behaviors may not seem problematic as individual instances, but over time they erode employee motivation, reduce work quality, and diminish commitment to organizational goals (Lee et al., 2020). Employees feel less encouraged to perform, and the lack of clear direction from micromanagers often leads to frustration and disappointment (Wang & Shaheryar, 2020). Nevertheless, there remains an important gap in the literature: empirical studies exploring the relationship between micromanagement and employee performance in Malaysia remain limited. Most existing research has focused on Western contexts or treated micromanagement as a unitary construct, without examining its specific dimensions within Malaysia's cultural and industrial setting.

Therefore, this research aims to fill this gap by examining how specific dimensions of excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation affect the performance of sales agents in Malaysia.

1.3 Research Objectives

The research objectives for this study are as below:

1. To investigate the impact of excessive supervision on the job performance of sales agents in Malaysia.
2. To investigate the impact of lack of autonomy on job performance of sales agents in Malaysia.
3. To investigate the impact of lack of trust on job performance of sales agents in Malaysia.
4. To investigate the impact of control orientation on job performance of sales agents in Malaysia.
5. To investigate the impact of avoidance of delegation on job performance of sales agents in Malaysia.

1.4 Research Questions

The research questions for this study are as below:

1. Is there any relationship between excessive supervision and employee performance?
2. Is there any relationship between lack of autonomy and employee performance?
3. Is there any relationship between lack of trust and employee performance?
4. Is there any relationship between control orientation and employee performance?
5. Is there any relationship between avoidance of delegation and employee performance?

1.5 Significance of Research

This study is significant because it offers a better understanding of how micromanagement influences employee performance among sales agents in Malaysia's retail and service sectors, where high pressure and close supervision are common. Although micromanagement may provide short term advantages such as tighter control, consistent service delivery, or rapid problem-solving, these benefits are temporary and often unsustainable (Misheck & Rosemary, 2023). Over time, excessive oversight weakens employees' psychological well-being, creativity, and autonomy (Jonathan H. Westover, 2024). Sales agents, who frequently operate under strict performance expectations, are particularly vulnerable to these negative effects. Employees who feel continuously monitored or restricted often lose motivation and initiative, which ultimately reduces their overall performance (Saraiva & Nogueiro, 2025).

In the real world, this study is valuable for managers, supervisors, and organizational leaders because it highlights the long-term costs of micromanagement that are often overlooked in daily operations. The findings can help micromanagers recognize warning signs of excessive control, understand how micromanagement contributes to stress, low morale, and turnover, and adopt healthier leadership practices that prioritize trust and autonomy. Furthermore, organizations can use these insights to design more effective managerial training programs, strengthen employee engagement strategies, and build work environments that support sustainable performance rather than short term control.

From an academic perspective, this study contributes to existing knowledge in leadership, human resource management, and organizational behavior by providing empirical evidence on how micromanagement functions within

Malaysian SMEs. By drawing on Social Exchange Theory (SET), this study deepens our theoretical knowledge of how micromanagement gradually undermines performance and motivation (Tsolaki, 2025). It also expands current literature by examining the five dimensions of micromanagement, including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation within a Malaysian cultural and industrial context, an area where empirical research remains limited. Ultimately, the study provides a foundation for future scholars to further investigate leadership behaviors, workplace well-being, and performance dynamics in emerging markets.

1.6 Conclusion

Chapter 1 has introduced the research topic by establishing the relevance of micromanagement in affecting employee performance, particularly among sales agents in Malaysia. It outlined the research problems arising from excessive supervision, lack of autonomy, mistrust, control orientation, and avoidance of delegation. The chapter also presented clear research objectives and questions to guide the study, emphasized its significance for both academic and practical applications, and set the stage for the subsequent chapters. In the following chapter, a detailed review of related literature and theoretical foundations will be provided.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature relevant to the study, focusing on the theoretical and empirical foundations of micromanagement and employee performance. It begins by discussing Social Exchange Theory (SET) as the primary theoretical framework, followed by an examination of the independent variable and the dependent variable. The chapter then presents the theoretical framework and develops research hypotheses based on the relationships between micromanagement dimensions and employee performance among sales agents in Malaysia.

2.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) is a sociological and psychological framework that explains how individuals form and maintain relationships based on reciprocal exchanges of resources, rewards, and obligations (Miller & Shari, 2024). According to (Davlembayeva & Alamanos, 2025), SET is originally proposed by Homans (1958) and later expanded by Blau (1964), SET posits that people evaluate interactions by weighing costs and benefits, expecting that positive treatment will be reciprocated over time (Tulane, 2024). These exchanges, governed by norms of reciprocity, shape attitudes, behavior, and long term commitment in social and organizational settings (Gouldner, 1960).

In the workplace, SET suggests that employees develop exchange relationships with their supervisors and organizations based on the quality of treatment they receive (Rajâa & Mekkaoui, 2025). Employees typically adopt a long-term perspective in these relationships, expecting that their contributions and efforts will be rewarded with valued outcomes such as support, recognition, autonomy, or career opportunities (Byun et al., 2020). These rewards can be extrinsic, involving tangible returns such as promotions, incentives, and job security, or intrinsic, encompassing psychological benefits such as increased self-efficacy, competence, and a sense of accomplishment (Manzoor et al., 2021).

According to SET, when employees perceive positive treatment, including trust, autonomy, support, and empowerment. They are more likely to reciprocate with positive attitudes and behaviors, such as higher motivation, stronger commitment, and improved job performance (Nguyen et al., 2025). Conversely, negative treatment. This manifested through excessive supervision, mistrust, restricted autonomy, or controlling leadership can trigger undesirable outcomes such as reduced motivation, disengagement, lower job satisfaction, and poorer performance (Pyc et al., 2017).

Micromanagement is particularly relevant to SET because it communicates clear signals of mistrust, doubt, and lack of support (Hamid Reza et al., 2024). Behaviors such as excessive monitoring, limited delegation, and rigid control indicate that supervisors do not value employees' competence or judgment (Arthur Roy, 2024). This undermines the perceived quality of the social exchange relationship and often leads employees to reciprocate by reducing discretionary effort, withholding initiative, or performing only at the minimum acceptable level (Melkamu, 2023). In high pressure environments such as the sales industry, where autonomy, decision making, and confidence are essential, micromanagement can be especially detrimental (Wilcocks, 2023). Employees who feel controlled or undermined are less likely to perform optimally and are more prone to stress and burnout (Wirabuana Putra et al., 2023).

In conclusion, SET provides a strong theoretical foundation for understanding how and why micromanagement negatively affects employee performance. By engaging in micromanaging behaviors, managers disrupt the exchange relationship, violating expectations of trust, respect, and support. Consequently, employees may respond with reduced motivation, lower engagement, and decreased performance, ultimately affecting organizational productivity and long-term success. Understanding this dynamic helps explain why the five dimensions of micromanagement, including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation can significantly hinder employee performance among sales agents in Malaysia.

2.2 Variables of Study

2.2.1 Dependent Variable - Employee Performance

Employee performance refers to how well or poorly that employees successfully perform or fulfill their job responsibilities, meet organizational expectations, and consistently deliver high quality results (Visier, 2025). According to Gašić et al. (2024), performance also involves an individual's ability to respond effectively to challenges, adapt to work demands, and contribute toward organizational objectives. High levels of employee performance are essential for sustaining productivity, enhancing service quality, and achieving business goals, particularly in sales industries that seek results driven as an important component (Alqudah et al., 2022).

However, employee performance can be strongly influenced by workplace conditions, especially managerial practices (Zhenjing et al., 2022). Prior studies highlight that excessive oversight and restrictive supervision often harm employees' psychological well-being, which ultimately reduces their performance capacity (Shen et al., 2019). When employees feel constantly observed or judged, their confidence diminishes, and their ability to make autonomous decisions becomes impaired (Prem et al., 2016). Such environments increase stress and anxiety, leading employees to worry more about avoiding mistakes than performing their tasks effectively (Anxiety Counseling et al., 2024).

Prolonged exposure to these pressures contributes to burnout. A persistent state of emotional and physical exhaustion that reduces motivation and weakens overall job performance (Conceição & Palma-Moreira, 2025). Burnout disrupts creativity, problem-solving ability, and cognitive functioning, causing employees to struggle with maintaining productivity and quality in their work (Sammy, 2024). As a result, even highly skilled employees may experience a decline in efficiency and output under stressful or overly controlling working conditions (Wirabuana Putra et al., 2023).

The impact of these factors is particularly evident in the sales industry, where performance depends heavily on autonomy, adaptability, swift decision-making, and strong customer engagement (Vasumathi et al., 2025). Sales agents who feel restricted or micromanaged are less likely to take initiative, engage with customers confidently, or respond effectively to sales challenges (Radhika, 2024). Research further indicates that limited autonomy and excessive pressure can significantly reduce job satisfaction, which is a key predictor of performance outcomes in sales environments (Zhou, 2020).

In addition, employee performance is closely linked to morale and turnover intentions (Yücel, 2021). When employees feel undervalued, mistrusted, or overly controlled, their engagement decreases, leading to lower performance levels (Anthony, 2024). Founded on Al-Suraihi et al. (2021)'s research, employee dissatisfaction can also contribute to higher turnover rates, which disrupt team stability and negatively affect organizational productivity. Additionally, it is also mentioned that high turnover incurs substantial costs in recruitment, onboarding, and training, further reducing overall performance at the organizational level.

Overall, research shows that employee performance is not only shaped by skills and job-related capabilities but also by the psychological and emotional climate of the workplace. Environments marked by excessive pressure, restricted autonomy, and mistrust conditions are commonly associated with micromanagement, tend to weaken motivation, hinder productivity, and reduce long-term performance sustainability.

2.2.2 Independent Variable - Micromanagement

Micromanagement refers to a managerial practice characterized by excessive control, intrusive oversight, and limited autonomy for employees (Aljabri & Alharthy, 2025). Although some scholars acknowledge that micromanagement may create short-term structure or prevent immediate errors in certain high-risk environments (Samakao & Mulenga, 2023), the overwhelming majority of research highlights its negative long-term consequences on employee morale, trust, and performance (Gallup, 2022). Within the framework of Social Exchange Theory (SET), micromanagement violates norms of reciprocity by signaling mistrust, undervaluation, and a lack of respect toward employees, which weakens employees' willingness to reciprocate with commitment, motivation, and strong

performance (Joshua P et al., 2024). In the context of the sales industry that depends on autonomy, adaptability, and confidence, micromanagement can severely undermine performance outcomes (Nedheya, 2024).

The following sections analyze each dimension of micromanagement:

2.2.2.1 Excessive Supervision

Excessive supervision refers to a managerial approach in which supervisors closely monitor employees' day-to-day tasks, require frequent progress updates, and intervene even in routine decisions (Coursera, 2025). Although some scholars note that close oversight may provide temporary clarity or prevent errors among inexperienced employees, particularly during early stages of employment or in highly regulated tasks (Rothwell et al., 2021), research overwhelmingly emphasizes its detrimental long term effects. Excessive supervision communicates signals of mistrust, suggesting that managers lack confidence in employees' competence, judgment, or ability to work independently (HRKatha, 2022). Under Social Exchange Theory, such behaviors represent a negative relational cue indicating that the organization does not reciprocate employees' efforts with trust or autonomy, thereby weakening the social exchange relationship and reducing employees' motivation to reciprocate positively (Cropanzano & Mitchell, 2005).

The academic literature consistently shows that constant monitoring undermines psychological safety and intrinsic motivation (Wolff et al., 2024). According to Tepper et al. (2009), employees who feel overly scrutinized experience elevated stress and anxiety because they fear making mistakes or failing to meet unrealistic expectations. Psychological safety is crucial for learning, experimentation, and creativity, yet excessive supervision suppresses these qualities by fostering a climate of fear and compliance rather than initiative and innovation (Edmondson,

1999). Employees become more focused on avoiding errors than on performing their tasks effectively (Lee et al., 2022). This shift from proactive behavior to self-protective behavior results in lower creativity, reduced cognitive engagement, and diminished problem solving ability (Petrou et al., 2024). These factors are particularly harmful in sales roles that require adaptability and spontaneity.

Moreover, excessive supervision contributes to emotional exhaustion and burnout, especially in performance driven sectors like sales where employees already face pressure to meet demanding targets (Knudsen et al., 2008). White (2010) highlights that when supervisors continuously interfere with task execution or demand constant updates, employees experience frustration, loss of autonomy, and a sense of being undervalued (Arthur Roy, 2024). Over time, this leads to withdrawal behaviors such as reduced effort, lower engagement, and decreased willingness to go beyond the minimum requirements (Bhattarai et al., 2020). Excessive supervision also discourages discretionary behaviors such as initiative taking, proactive customer engagement, and creative selling strategies, which are essential for sales agents to excel in dynamic market environments (Yang et al., 2020).

In addition, excessive supervision disrupts trust between manager and employee relationships (Gracy, 2023). Employees may perceive such control as micromanagement rather than guidance, weakening relational bonds and eroding commitment to the organization (Iqbal et al., 2024). According to Wu and Parker (2017), employees who feel excessively controlled are less likely to invest emotionally in their work or demonstrate discretionary performance (Zhou et al., 2023). This erosion of trust and commitment ultimately results in poorer organizational outcomes, including reduced performance, higher turnover intentions, and a decline in overall workplace morale (Baba & Sebastian, 2024).

In summary, while excessive supervision may provide short lived structure or reduce mistakes temporarily, its long-term effects are overwhelmingly negative. It undermines motivation, reduces psychological safety, weakens trust, and limits the ability of employees, particularly sales agents that have to perform effectively. Based on Social Exchange Theory, excessive supervision represents a violation of expected reciprocity, leading employees to reciprocate with lower effort, disengagement, and reduced performance. Thus, excessive supervision is a critical dimension of micromanagement that significantly harms employee performance in Malaysian sales environments.

2.2.2.2 Lack of Autonomy

Lack of autonomy occurs when managers restrict employees' decision-making authority, limit their discretion in task execution, and impose rigid instructions on how work should be carried out (Arnold, 2023). Although some managerial control may help clarify expectations, especially in standardized tasks (Einhorn et al., 2023), research indicates that overly restricting autonomy harms employees' psychological well-being and long-term performance (Madsen et al., 2017). Bonner and Sprinkle (2002) note that low autonomy environments may temporarily improve compliance but undermine creativity and intrinsic motivation (Ye et al., 2025). Within the framework of Social Exchange Theory (SET), limiting autonomy communicates a lack of trust and confidence in employees' abilities, weakening the overall quality of the social exchange relationship (Ahmad et al., 2023).

The literature consistently demonstrates that autonomy is a critical psychological resource that enhances intrinsic motivation, fosters a sense of competence, and supports personal growth (Tariq et al., 2016). Li and Song (2024) found that

employees with low decision-making authority report reduced job satisfaction, lower commitment, and weaker task performance. In workplaces characterized by micromanagement, the absence of autonomy increases stress because employees feel controlled, constantly monitored, and unable to apply their professional judgment (Cook et al., 2018).

The negative effect is more pronounced in the sales industry, where autonomy is essential for adjusting strategies, responding quickly to customer concerns, and solving problems in real time (Moseley, 2025). Sales agents who lack autonomy may hesitate to take initiative, feel less responsible for outcomes, and avoid making independent decisions due to fear of reprimand (Gjedrem & Rege, 2017). This affects not only their performance but also customer experience, as rigid guidelines limit natural interaction and adaptability (Gjedrem & Rege, 2017). Over time, restricted autonomy leads to frustration, disengagement, and emotional exhaustion, which significantly weaken employee performance (Saraiva & Nogueiro, 2025). The loss of personal control also contributes to burnout, further reducing sales agents' ability to sustain high quality performance (Channawar, 2023).

2.2.2.3 Lack of Trust

Lack of trust is a defining characteristic of micromanagement and occurs when supervisors consistently doubt employees' abilities, question their judgment, or express reluctance to rely on them for important tasks (Arthur Roy, 2024). While some managers argue that being cautious or double checking work ensures accuracy, these behaviors often send signals that employees are not competent or reliable (Haas, 2019). Under Social Exchange Theory, trust forms the foundation of reciprocal workplace relationships; when trust is absent, employees perceive

the exchange as unfair or imbalanced, lowering their willingness to reciprocate with loyalty, commitment, or strong performance (Yu et al., 2018).

Trust is strongly associated with positive workplace outcomes such as cooperation, initiative taking, and effective problem solving (Kmieciak, 2020). Previous research shows that trust enhances employee confidence and increases their willingness to accept responsibility (Mishra, 2025). However, in environments where micromanagement prevails, the constant questioning of competence and lack of confidence in employee decision making led to reduced psychological safety (John, 2023). Employees become hesitant to share ideas, avoid taking risks, and refrain from independent action due to fear of being criticized or second-guessed (Patil et al., 2023).

In the sales context, the absence of trust has particularly damaging implications (Grzegorz & Marek, 2019). Sales agents rely on confidence, autonomy, and interpersonal skills to handle diverse customer interactions (Murphy, 2023). When managers communicate distrust such as by monitoring every decision or redoing employees' work, sales agents may feel anxious and overly cautious, weakening their ability to build rapport with customers (Ball, 2021). Van Zoonen et al. (2024) mentioned that emotional strain contributes to stress, reduced job satisfaction, and lower overall performance. Over time, the deteriorating trust relationship leads to disengagement and higher turnover intentions, which further disrupt organizational productivity and long-term performance outcomes (Zeffane & Melhem, 2018).

2.2.2.4 Control Orientation

Control orientation refers to a managerial style characterized by strict rules, rigid procedures, and an expectation that employees follow instructions exactly as given, with little room for flexibility or creativity (Arthur Roy, 2024). While some degree of structure may ensure consistency, research suggests that excessive control suppresses innovation, reduces engagement, and limits employees' ability to exercise professional judgment (Zhang & Bartol, 2010). According to Social Exchange Theory, rigid control signals that the supervisor does not value employees' capabilities, reducing perceived fairness in the exchange relationship and lowering employees' motivation to reciprocate positively (Wang et al., 2020).

Control-oriented environments are often associated with reduced intrinsic motivation and weakened problem-solving abilities (Schweder & Raufelder, 2024). Previous studies found that employees working under high control demonstrate lower creativity and diminished willingness to attempt new approaches because they fear criticism or punishment for deviating from prescribed methods (Barua et al., 2024). In such environments, employees shift from a proactive mindset to a compliance-focused mindset, performing only the minimum required tasks without contributing additional effort or innovation (Liu & Tong, 2022).

For sales agents, these constraints are particularly harmful. Sales work requires adaptation, improvisation, and personalized communication with customers, which rigid managerial control severely restricts (Alex Lefeld, 2018). When managers enforce strict sales scripts or require constant approval for decisions, agents lose their ability to respond quickly to customer needs, negotiate effectively, or adjust strategies to close deals (Baston, 2022). This lack of flexibility reduces performance quality and customer satisfaction (J. Nair et al., 2025). Over time, employees may experience frustration, role stress, and emotional fatigue as they feel unable to express their abilities or perform to their potential (Baquero et al., 2025). Ultimately, a strong control orientation

undermines long-term performance by reducing autonomy, limiting creativity, and damaging the relationship between manager and employee (Coelho et al., 2021.)

2.2.2.5 Avoidance of Delegation

Avoidance of delegation occurs when managers refuse to assign important tasks, responsibilities, or decision-making authority to employees, often due to fear of losing control or a belief that employees may not perform tasks correctly (CoachLab, 2025). Some managers justify this behavior by claiming it ensures efficiency or reduces errors, especially when working with less experienced employees (Morton, 2023). However, consistently withholding delegation limits learning opportunities and communicates a lack of trust and recognition (Romie, 2025). Under Social Exchange Theory, delegation serves as a relational signal that conveys confidence and respect; avoiding delegation weakens perceived reciprocity and reduces employees' motivation to contribute positively (Jusdienar et al., 2024).

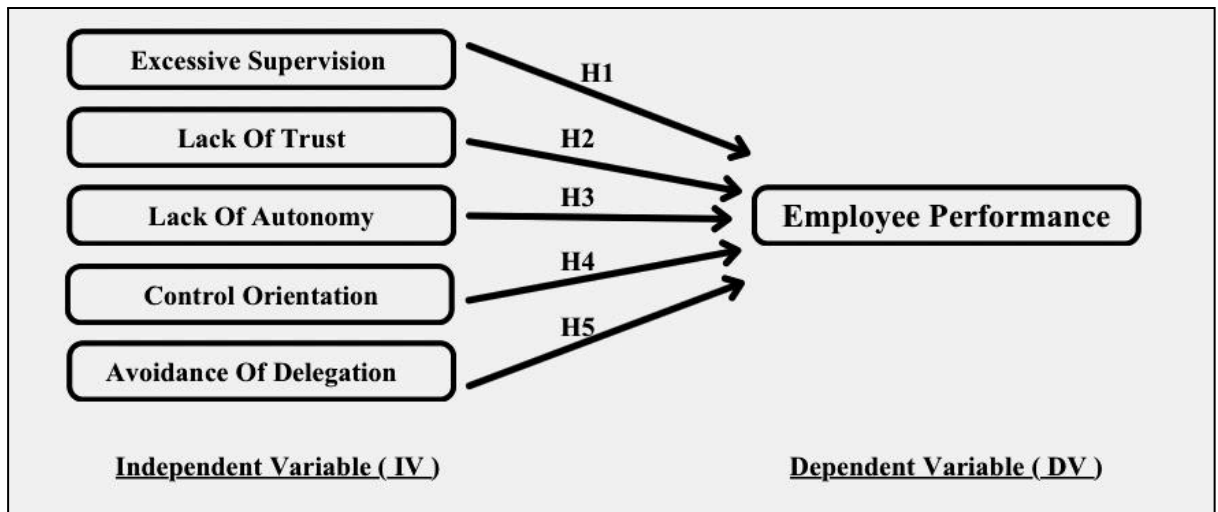
Research shows that employees who are not given opportunities to handle meaningful responsibilities experience reduced confidence, lower engagement, and slower skill development (Arulsamy et al., 2023). Roush (2020) found that when supervisors redo employees' work or hesitate to assign tasks, employees interpret this behavior as an indication that they are not valued or capable (McIlroy et al., 2021). This creates feelings of frustration, discouragement, and decreased motivation to perform well (Rucha, 2025). Employees who are routinely denied the opportunity to contribute meaningfully may eventually adopt a passive work attitude, complete only basic tasks while disengage from broader organizational goals (Karin, 2022).

In the sales environment, the absence of delegation can significantly weaken performance (Ben, 2025). Sales agents must make quick decisions, adjust selling approaches, and engage customers independently (Kowalkowski et al., 2025). When managers refuse to delegate responsibility such as approving discounts, modifying sales strategies, or handling customer issues, sales agents lose the ability to respond effectively and confidently (Marshall, 2024). This reduces efficiency, weakens customer experience, and ultimately decreases sales performance (Sunshine, 2024). Over time, the lack of developmental opportunities leads to lower job satisfaction, reduced competency growth, and higher turnover intentions (Dewi & Nurhayati, 2021). In short, avoidance of delegation directly undermines employee performance by limiting empowerment, restricting skill development, and damaging the social exchange relationship.

2.3 Theoretical Framework

The conceptual framework was developed to examine how micromanagement influences employee performance among sales agents in Malaysia. Grounded in Social Exchange Theory (SET), the framework proposes negative managerial behaviors such as excessive control, restricted autonomy, and lack of trust. These negative behaviors shape employees' perceptions of their work environment and, consequently, affect their motivation, commitment, and performance. In this study, micromanagement is represented through five key dimensions, including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation, which collectively constitute the independent variable. The dependent variable, which refers to employee performance is defined as how effectively sales agents carry out their responsibilities, meet organizational expectations, and contribute to overall business outcomes. The proposed conceptual framework below illustrates the relationship between these five dimensions of micromanagement and employee performance:

Figure 2.1: Conceptual Framework



Note. Developed for research.

2.4 Hypothesis Development

The hypotheses of the study are formulated based on the literature reviews conducted in previous sections, which provided insights into the impact of Micromanagement among Sales Agents in Malaysia. The following hypotheses are proposed to examine the relationships between the key constructs of the Social Exchange Theory and five dimensions of Micromanagement and the employee performance.

These hypotheses are based on the expectation that the adoption of Micromanagement as a leadership behaviour in the working environment will lead to decreased productivity and job performance among sales agents. The negative impact of micromanagement on performance can lead to increased employee anxiety, reduced autonomy, slower decision-making, and diminished intrinsic motivation among sales agents. Similarly, from the leader's view, the positive

impact of micromanagement on sales agents can be attributed to tighter adherence to sales protocols, fewer customer complaints, more consistent daily activity tracking, and faster correction of procedural errors.

Therefore, the research hypothesis for this study is as below:

Hypothesis 1 : The relationship between excessive supervision and employee performance among sales agents in Malaysia.

The relationship between excessive supervision and employee performance among sales agents in Malaysia is intricately tied to the detrimental effects sales agents experience when subjected to constant monitoring and frequent progress checks. For sales agents, excessive supervision is often perceived as a signal of distrust, which under Social Exchange Theory (SET) reduces their willingness to reciprocate with high effort and productivity. Research indicates that over-controlling supervisory behaviors are associated with higher stress, lower job satisfaction, and poorer task performance (He & Xi, 2019). The negative relationship between excessive supervision and employee performance is further influenced by factors such as reduced psychological safety, constrained decision making autonomy, and increased anxiety during client interactions. Sales agents' performance expectations are crucial in determining the degree to which performance is reduced in the particular context of Malaysian sales environments as they assess the perceived costs of excessive control in supporting their daily obligations.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

Hypothesis 2 : The relationship between lack of autonomy and employee performance among sales agents in Malaysia.

The correlation between lack of autonomy and employee performance among sales agents in Malaysia is intricately tied to the restricted discretion sales agents face in determining how, when, or with whom to perform their tasks. When supervisors impose rigid work processes and limit independent decision-making, sales agents perceive the exchange relationship as inequitable under SET, thereby reducing intrinsic motivation and reciprocal performance. Studies show that autonomy-limiting environments increase job strain and decrease proactive behaviors (Li et al., 2020). The negative relationship between lack of autonomy and employee performance is further influenced by factors such as diminished creativity in client handling, reduced ability to adapt sales pitches, and lower job satisfaction. As sales agents evaluate the constraints imposed on their professional judgment, their performance expectations shape the degree to which productivity declines within Malaysian sales agencies.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between lack of autonomy and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between lack of autonomy and employee performance among sales agents in Malaysia.

Hypothesis 3 : The relationship between lack of trust and employee performance among sales agents in Malaysia.

The correlation between lack of trust and employee performance among sales agents in Malaysia is intricately tied to the perceived mistrust from supervisors, manifested through double checking completed work, withholding responsibilities, or requiring excessive approvals. Trust is a cornerstone of high quality social exchange relationships; when absent, sales agents feel undervalued and reduce their willingness to reciprocate with discretionary effort. Prior research confirms that trust in leadership positively predicts job performance, while perceived mistrust reduces initiative, commitment, and overall output (Caroline, 2025). The negative relationship between lack of trust and employee performance is further influenced by factors such as reduced psychological safety, lower organizational commitment, and impaired client facing confidence. As sales agents assess the authenticity of supervisory trust, their performance expectations determine the extent to which productivity suffers within Malaysian sales contexts.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between lack of trust and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between lack of trust and employee performance among sales agents in Malaysia.

Hypothesis 4 : The relationship between control orientation and employee performance among sales agents in Malaysia.

The correlation between control orientation and employee performance among sales agents in Malaysia is intricately tied to managerial enforcement of rigid rules, standardized procedures, and strict compliance, often at the expense of

flexibility and employee input. Under SET, such a control oriented approach signals a low quality exchange relationship, as sales agents perceive that supervisors prioritize control over collaboration or professional development. Empirical studies indicate that authoritarian and high-control leadership environments reduce employees' creativity, task performance, and psychological well-being (Liu et al., 2024; Donnelly et al., 2021). The negative relationship between control orientation and employee performance is further influenced by factors such as reduced intrinsic motivation, lower adaptive selling behaviors, and increased emotional exhaustion. As sales agents experience the constraints of rigid control systems, their performance expectations shape the degree to which sales outcomes decline within Malaysian firms.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between control orientation and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between control orientation and employee performance among sales agents in Malaysia.

Hypothesis 5 : The relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

The correlation between avoidance of delegation and employee performance among sales agents in Malaysia is intricately tied to managerial reluctance to assign meaningful tasks or decision making authority to subordinates, often stemming from low confidence in agents' abilities. From a SET perspective, withholding delegation deprives sales agents of growth opportunities and signals a lack of managerial trust, leading agents to perceive the exchange as inequitable and reduce their reciprocal effort. Research demonstrates that delegation enhances empowerment, competence, and performance, while avoiding delegation fosters

disengagement and lower output (Zhang et al., 2017; Fernandez, 2025). The negative relationship between avoidance of delegation and employee performance is further influenced by factors such as reduced role ownership, lower self-efficacy, and diminished motivation to exceed targets. As sales agents evaluate the absence of delegated responsibilities, their performance expectations determine the extent to which productivity is constrained within Malaysian sales environments.

Therefore, the following hypotheses are formed:

H₀: There is no significant relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

2.5 Conclusion

Chapter 2 has provided a comprehensive review of literature related to micromanagement and employee performance, grounded in Social Exchange Theory. It discussed the five dimensions of micromanagement, which refers to excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation and their potential impact on employee performance. The chapter also presented a conceptual framework and developed five hypotheses to be tested empirically. The next chapter will outline the research methodology, including design, sampling, data collection, and analysis procedures.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter will provide an overview of the methodology used to gather pertinent information and data to justify the relationship between the variables and support the hypothesis. Research methodology is a method or procedure for doing research that includes data collection, analysis, and conclusion. It is critical to use the proper research methodology while proving the data validity of the research findings. The methodology for this study is given in this chapter, with the purpose of developing a research practice that can achieve the academic quality requirements. The path to comprehending the multifaceted dynamics of leadership adoption in the working environment requires a thoughtful selection of research design, data collection techniques, participant selection criteria, data analysis and reliability analysis. The methodology for this study, which primarily focuses on quantitative research methods, is described in this chapter, to examine the impact of micromanagement among sales agents within Malaysia. By utilizing a quantitative approach, this study aims to provide a systematic and data driven analysis of the factors influencing employee performance, to draw statistically supported conclusions.

3.1 Research Design

This study adopts a quantitative research design with a correlational approach to identify the impact of micromanagement on employee performance among sales

agents in Malaysia. A quantitative methodology is appropriate as the study aims to measure variables using numerical data and to statistically analyze the relationships between micromanagement behaviors and employee performance. Williams et al (2022) noted that quantitative research refers to the systematic measurement of variables using numerical scales, followed by statistical analysis to identify patterns, associations, and relationships. This approach is particularly suitable when the objective is to test hypotheses and examine relationships in an objective and structured manner.

Quantitative research is widely used to describe phenomena, explain relationships among variables, and make predictions based on empirical data. Ghanad (2023) listed a number of essential elements of quantitative research, such as the development of testable hypotheses, the formulation of precise and quantifiable research objectives, the unexpected collection of numerical data using standardized instruments, and the use of statistical procedures to examine relationships between variables. These traits closely match the study's goals, which center on determining and examining the relationship between micromanagement factors and employee performance.

In addition, to ascertain the direction and strength of the association between micromanagement and employee performance, a correlational research approach is used. Correlational research examines the degree to which two or more variables are related without manipulating them. In organizational behavior research, where experimental manipulation might be impractical or unethical, this method works well. Through correlational analysis, the study identifies whether higher levels of micromanagement are associated with changes in employee performance among sales agents, thereby addressing the research hypotheses in a statistically meaningful manner (Ghanad, 2023).

Moreover, this study also incorporates an exploratory research design as part of the analytical framework. According to Tegan (2021), exploratory research is a methodological approach primarily concerned with investigating and with generating or building theory, rather than merely testing pre-specified hypotheses. Exploratory research is typically employed when the researcher does not have a strong pre-existing theoretical foundation to predict the direction of relationships between variables, making it suitable for examining little studied phenomena or when existing literature provides inconclusive guidance on the expected nature of associations (Olawale et al., 2023). In the context of multiple regression analysis, the exploratory component allows the researcher to investigate whether each independent variable has a positive or negative effect on the dependent variable, without imposing directional assumptions derived from prior theory (Lewer et al., 2025). Since the current study's hypotheses are framed to examine "whether there is a relationship", without specifying positive or negative direction, an exploratory dimension within the regression analysis enables the coefficients to reveal the actual direction of each relationship based on empirical data, rather than investigate specific patterns of positive or negative directions.

Additionally, as highlighted by Robert (2001), exploratory research is particularly useful when the problem is not clearly defined or when the researcher is operating in an area where limited prior empirical work exists, which aligns with the contextual gap in micromanagement research within the Malaysian sales industry. The use of both correlational and exploratory designs strengthens the study by providing flexibility to identify emerging patterns while still maintaining the objectivity of quantitative hypothesis testing (Bell et al., 2022). A study by Slater & Hasson (2024) noted that a research project can involve the use of just one or two designs, or all three types of quantitative designs, including exploratory, descriptive, and causal. This study adopts a dual approach combining descriptive, correlational and exploratory elements to maximize the richness and validity of the findings.

Overall, the combination of quantitative, correlational, and exploratory research designs enables this study to systematically examine the relationship between micromanagement and employee performance using objective, numerical data. This integrated design supports rigorous hypothesis testing, enhances the objectivity of findings, explores the directionality of relationships through regression coefficients, and allows the results to be generalized to a broader population of sales agents in Malaysia.

3.2 Sampling Design

3.2.1 Target Population

The target population for this study consists of sales agents employed in Malaysia, including individuals working in sectors such as e-commerce, logistics, real estate, telecommunications, insurance, and freelance sales. These sectors are characterized by performance driven environments and close supervisory monitoring, making them particularly relevant to the investigation of micromanagement practices. The sampling unit is defined as individual sales agents who work under direct supervision and are subject to managerial control and performance.

3.2.2 Sampling Location, Sampling Frame & Sampling Elements

The non-probability purposive sampling method is also used in this study selects respondents according to predetermined standards that are in line with the study's

goals (Kassiani, 2022). Specifically, participants must have direct experience working with supervisors and must be involved in sales-related roles where performance outcomes are regularly assessed. The use of purposive sampling ensures that respondents possess the necessary knowledge and experience to provide meaningful and valid responses regarding micromanagement behaviors and their impact on job performance.

3.2.3 Sampling Techniques

Consistent with the purposive sampling approach, the sampling technique involved identifying potential respondents through professional networks, online sales communities, and industry contacts within the target sectors. Invitations to participate were extended to sales agents who met the following inclusion criteria. The first criteria are individuals who are currently working as a sales agent in Malaysia under direct supervision; second is having at least six months of experience in the sales role to ensure familiarity with managerial practices; and willing to provide informed consent.

To enhance the representativeness of the sample within the constraints of purposive sampling, efforts were made to include participants from a variety of industries including e-commerce, logistics, real estate, telecommunications, insurance, and freelance sales, as well as different age groups, genders, and levels of experience. This approach helped capture a broad range of perspectives on micromanagement practices across the Malaysian sales workforce.

3.2.4 Sample Size

To ensure the statistical power and generalizability of the results, choosing a suitable sample size is crucial. For quantitative correlational studies, several methodological guidelines recommend a minimum sample size based on the number of independent variables and the desired effect size. Memon et al. (2020) noted that a sample size of at least 100 to 150 respondents is generally acceptable for multiple regression analyses when the number of predictors is modest. Similarly, Serdar et al. (2021) suggests that determination of sample size for a population of unknown or large size, a sample of approximately 200 respondents provides adequate precision and statistical power.

Based on these guidelines, this study targeted a sample of 200 sales agents. This sample size was deemed sufficient to perform descriptive statistics, reliability analysis, Pearson correlation, and multiple regression with acceptable statistical power ($\alpha = 0.05$, medium effect size). The sample size for this study can be determined by using Slovin's Formula.

Figure 3.1: Sample size calculation formula

Sample Size Formula
Slovin's Formula

$$n = \frac{N}{1 + N \cdot E^2}$$

- n is the sample size
- N is the total population size
- E is the margin of error

STANDARD INSIGHTS

Note: retrieved from Sample size calculator: Cochran & Slovin: Free Tool. Standard Insights. (2026, March 7).

Adam et al. (2026) noted that 90% to 95% is the typical confidence level. With a 0.05 margin of error, the 95% confidence level offers superior accuracy.

The sample size for this study was calculated as follows:

Assume that the survey will be randomly distributed to 400 sales practitioners from different sales sectors in Malaysia :

Figure 3.2 : Results of sample size

Sample size: **197**

This means 197 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within $\pm 5\%$ of the measured/surveyed value.

Confidence Level: 95%	↕
Margin of Error: 5	%
Population Proportion: 50	% Use 50% if not sure
Population Size: 400	Leave blank if unlimited population size.

Calculate **Clear**

Note. Developed for research.

Therefore, a minimum of 197 questionnaires were randomly distributed to sales agents, and they will be requested to complete them.

3.3 Data Collection Methods

Data collection is a critical stage of the research process, as the accuracy and credibility of research findings are highly dependent on the quality of data obtained (Kwok et al., 2022). Inappropriate or poorly executed data collection methods may result in biased or unreliable outcomes (Yang et al., 2012). In order to meet the goals of the study and evaluate the hypotheses put out, data collecting

is the methodical process of obtaining pertinent information, answers, and proof from the target population (Pritha, 2020).

This study employs both primary and secondary data collection methods to ensure a comprehensive and reliable analysis. The use of multiple data sources enhances the strength of the study by integrating firsthand empirical data with established findings from prior research, thereby supporting both theoretical grounding and empirical validity (Ajayi, 2025).

3.3.1 Primary Data Collection

Firstly, a structured, self-administered questionnaire that is suitable for a quantitative research methodology is used to gather primary data for this study (Ajayi, 2025). A questionnaire based approach allows standardized measurement of variables, facilitates efficient data collection from a relatively large sample, and supports statistical analysis of relationships between variables (Ponto, PhD, APRN, AGCNS-BC, AOCNS®, 2015). This approach is particularly suitable for examining perceptions and attitudes related to micromanagement and employee performance.

Furthermore, Microsoft Forms is used to electronically disseminate the questionnaire, which is then shared with responses via email and social media. Therefore, respondents can conveniently complete the survey at their own time and location thanks to this online distribution strategy, which also makes it possible for the researcher to successfully and economically reach a larger sample (Saunders et al., 2009).

Additionally, the survey instrument comprises three sections. The first section collects respondent's demographic information, including age, gender, industry, working experience as a sales agent and type of employment . The second section measures micromanagement using five dimensions, including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation. These items are assessed using a five point Likert scale ranging from "strongly disagree" to "strongly agree," with higher scores indicating stronger perceptions of micromanagement. The third section assesses employee performance using a six-item scale adapted from Aydemir and Kıpçak (2024), where higher scores reflect higher levels of self-reported job performance.

A preliminary test is carried out before the primary data collection to assess the questionnaire items' appropriateness, relevance, and clarity. This stage involves 2 to 4 academicians and practitioners with expertise in sales management and employee performance, who review the instrument to determine whether the questions are understandable, theoretically aligned with the research objectives, and relevant to the study context. Feedback from this expert review is used to refine item wording, improve structure, and eliminate ambiguity.

Following this, a pilot test involving 30 respondents is carried out to assess the reliability of the measurement scales. The pilot data are analyzed using SPSS, with Cronbach's alpha employed to examine internal consistency. Items that fail to meet acceptable reliability thresholds are revised or removed before finalizing the questionnaire.

After the instrument is refined and validated, the finalized questionnaire is distributed electronically via Google Forms and shared with respondents through social media platforms and email. Online distribution enhances accessibility and convenience for respondents, while also enabling efficient, cost effective data

collection (Saunders et al., 2009). The responses obtained from this survey constitute the primary data for subsequent statistical analysis.

3.3.2 Secondary Data Collection

Ajayi (2025) highlighted that secondary data are gathered from already existing academic and professional sources to bolster the study's theoretical underpinnings and empirical framework. Peer reviewed journal papers, scholarly books, and reliable internet databases are some of these sources that are related to micromanagement, employee performance, leadership behavior, and Social Exchange Theory. The secondary data provide valuable insights into established theories, previous research findings, and methodological approaches relevant to the present study.

The selected secondary sources are carefully evaluated based on their relevance, credibility, recency, and reliability to ensure the suitability and adequacy of the data used. By integrating findings from reputable secondary sources with primary data, the study strengthens its conceptual framework, hypothesis development, and interpretation of results, thereby enhancing the overall quality and validity of the research.

3.4 Research Instruments

3.4.1 Questionnaire Survey

A research instrument is a tool used to measure the variable mentioned in the study proposal, according to Nuryanto et al. (2025). Respondents who have agreed to fill out the questionnaire will be given a self-administered survey by the researcher. It implies that the respondents won't be prevented from answering by the researcher. Online recruitment will be used to find responses, mostly using social media platforms including Facebook, Microsoft Teams, and WhatsApp. According to MCMC (2020), Facebook is the most popular social media platform in Malaysia. Based on the latest statistics by the Ministry of Economy, Department of Statistics Malaysia official portal (April, 2025), more than 96.8% of all active internet users can be found on this website, making it the richest source for sampling. However, the questions will also be sent to the Malaysian sales representative via Microsoft forms and email. The use of questionnaires is justified by their capacity to collect data from a wide variety of respondents and measure behavior, attitudes, views, preferences, and intentions more quickly and easily than other approaches (McLeod et al., 2023).

3.4.2 Questionnaire Design

The questionnaire will be created using a Microsoft Form, and the answers will be grouped according to online social networking sites including Facebook, Microsoft Teams, WhatsApp, and email. To enable further research, the targeted respondents must fill out all of the available questionnaires and return them on time. Each of the three sections of this questionnaire includes questions with fixed alternatives to help respondents make decisions fast by giving them a range of choices.

All the questions in section A pertain to the respondents' demographic profile such as their gender, age, working sector, and year of experience in sales agents which are typically found in the first section. This demographic information can be used to segment and comprehend the participant sample. The questions in section B and C are more likely to elicit responses regarding the factors of excessive supervision, lack of autonomy, lack of trust, control orientation, avoidance of delegation and employee performance within the sales agent in Malaysia. Questions designed were created using a Likert five-point scale in section B and C, and it was connected to the dependent variable (DV) and independent variable (IV) in this study.

3.4.3 Preliminary Test and Pilot Test

The instrument validation process is conducted in two stages , which are a preliminary expert review and a pilot test.

3.4.3.1 Pre-test (Preliminary Expert Review)

A pre-test, also referred to as a preliminary test, is a critical step in instrument development that involves obtaining feedback from subject matter experts to evaluate the clarity, relevance, and appropriateness of survey items before the

instrument is administered to the target population (Neil, 2025). Conducting a pre-test helps identify ambiguous wording, missing content, or potential biases, thereby enhancing the content validity of the questionnaire.

In this study, the pre-test was conducted before proceeding to the pilot test and full scale data collection. A panel of seven experts was invited to review the draft questionnaire. The panel consisted of two academicians specializing in leadership and organisational behaviour, and five industry practitioners with extensive experience as sales managers or senior sales agents in sectors such as FMCG, telecommunications, and insurance. These experts were selected based on their deep understanding of micromanagement behaviours and performance dynamics within the Malaysian sales context.

The seven experts were asked to review the entire questionnaire and provide their comments on the clarity, relevance, and overall suitability of each item. Their feedback was collected through both hard copy and soft copy formats; soft copies were distributed via email, while hard copies were provided for those who preferred a physical version. Based on the comments received, necessary refinements were made to the wording and structure of the survey items to ensure they accurately reflected the research variables and were easily understandable for the target respondents (Hashim et al., 2022).

3.4.3.2 Pilot Test

The pilot test is a preliminary, small scale trial of a research instrument designed to identify potential weaknesses, ambiguities, or flaws before the full scale study (Neil, 2025). To ensure accurate and efficient data collection, a pilot test must be

carried out prior to the main survey. The objective of the pilot test is to evaluate the measuring scales' consistency and reliability (Hassan et al., 2006).

In this study, the pilot test was conducted with 30 sales agents drawn from similar sales related industries but excluded from the final sample. These 30 respondents completed the questionnaire, and the collected data were analysed using SPSS software. Cronbach's alpha was calculated to assess internal consistency (Khanal & Chhetri, 2024). For the questionnaire to be considered well designed and understood, Cronbach's alpha value needs to be greater than 0.8.

The results of the reliability test have shown below Table 3.3 :

Table 3.3: Pilot test's variable and Cronbach's Alpha value.

No	Variables	Number of Items	Number of Respondents	Cronbach's Alpha	Intrepretation
1	Employee Performance (DV)	2	30	0.792	Acceptable
2	Excessive Supervision (IV1)	2	30	0.820	Good
3	Lack Of Autonomy (IV2)	2	30	0.861	Good
4	Lack Of Trust (IV3)	2	30	0.814	Good
5	Control Orientation (IV4)	2	30	0.838	Good
6	Avoidance of Delegation (IV5)	2	30	0.842	Good

Note. Generated from SPSS software (Version 32).

3.4.3.3 Final Distribution

Following successful expert validation and pilot testing, the finalised questionnaire is distributed to the main sample. The sampling frame is derived from professional networks, online sales communities, and organisational contacts within the sales industry. A minimum sample size of 197 respondents is targeted, which is considered adequate for quantitative correlational analysis and supports reliable statistical testing and generalisation of findings to the wider population of sales agents in Malaysia.

3.5 Construct Measurement

3.5.1 Origins Of Construct

Table 3.4 : Construct Measurement

Factor	Measurements Item	Sources
Independent Variable : Excessive Supervision	1. My supervisor closely monitors every step of my work.	Deen et al., (2025)
	2. My supervisor constantly checks my progress, even for small tasks.	
	3. My supervisor insists on being updated about every detail of ongoing tasks.	
	4. My supervisor monitors my work activities in real-time (E.g., through digital tools or frequent check-ins).	
	5. My supervisor requires me to submit reports on my tasks and activities on a regular basis. (E.g. , daily / weekly)	
Independent	6. I am not allowed to make decisions without my	Deen et al.,

Variable: Lack Of Autonomy	supervisor's approval.	(2025)
	7. My Supervisor limits the freedom I have in performing my duties.	Deen et al., (2025)
	8. I rarely have the opportunity to decide how to complete my work.	Deen et al., (2025)
	9. I must seek permission from my supervisor before trying new approaches to my task.	Deen et al., (2025)
	10. My supervisor sets rigid guidelines that leave little room for personal creativity.	Deci et al., (2001)
Independent Variable: Lack of Trust	11. My supervisor does not trust employees to work independently.	Harris et al., (2007); Tepper (2000)
	12. My supervisor believes work will fail unless personally monitored.	
	13. My supervisor reviews my work closely.	
	14. My supervisor questions the accuracy of my work even when I have a proven track record.	
	15. My supervisor rarely acknowledges my competence in my role.	
Independent Variable: Control Orientation	16. My supervisor expects me to follow instructions exactly as given.	Cheng et al. (2004)
	17. My supervisor discourages creative ways of doing work.	Cheng et al. (2004)
	18. My supervisor prefers strict adherence to procedures.	Cheng et al. (2004)
	19. My supervisor prefers strict adherence to procedures.	Cheng et al. (2004)
	20. My supervisor prioritises control and order over innovation in our team.	Deen et al., (2025)
Independent Variable: Avoidance Of Delegation	21. My supervisor avoids delegating important tasks to subordinates.	Oluwafemi & Malomo
	22. My supervisor prefers to handle critical decisions personally.	
	23. My supervisor tends to redo the work I have already completed.	

	24. My supervisor retains control over tasks that could easily be assigned to team members.	(2025)
	25. My supervisor is reluctant to allow me to represent the team in decisions-making forums.	
Dependent Variable: Employee Performance	26. I complete my assigned tasks on time.	Aydemir & Kıpçak, (2024)
	27. I consistently meet or exceed the performance goals set for my job.	
	28. I deliver work of a quality that meets required standards.	
	29. When problems arise in my work, I find solutions quickly and effectively.	
	30. I continually work on improving my skills and performance in my role.	
	31. I believe that the performance I achieve in my work is adequate.	

Note. Developed for research.

3.5.2 Measurement Of Scale

The term “scale of measurement” describes how variables are defined and categorized. Specific characteristics of each scale of measurement dictate if it is appropriate to use a given statistical analysis. Nominal scale, ordinal scale, interval scale, and ratio scale are the four types of measurement scale metrics:

3.5.2.1 Nominal Scale

Nominal scale is the most basic measurement level between measurement ranges, and nominal scale is used for non-numerical variables (Jessica G., 2025). This model is the simplest of the four variable measurement scales. A nominal scale is used to classify data in an arbitrary order without any ranking. In some cases, the scale is used for categorization, but the numbers associated with its variables are only division labels. A nominal scale in Section A of the questionnaire can be used to measure a few demographic items in this study, such as gender, industry of employment, and kind of job.

3.5.2.2 Ordinal Scale

A measurement scale for variables that describes the order of variables is called an ordinal scale. Any variable that can be ranked or arranged according to preferences (Lukě & Patrick, 2018). A couple of the section A questions fell into the ordinal scale category. For example, the respondents' age and years of sales agent experience.

3.5.2.3 Interval Scale

An interval scale is a numerical scale on which the variables' order has been determined. The interval scale is utilized to categorize variables that possess consistent, measurable, and recognizable differences. According to (Appinio, 2026), an interval scale typically possesses both nominal and ordinal scale properties. All designed questions falling under section B and C are all subject to this scale. The questionnaire designed was scored using a five-point Linkert scale to measure the degree of respondents' opinion.

3.6 Data Processing

Data processing is the process of turning unprocessed data into useful information. The process comprises verification, revision, coding, and transformation prior to data creation and analysis (Fullstory, 2024).

3.6.1 Data Checking

Data checking is an essential stage for researchers to validate the questionnaire (Ranganathan et al., 2024). The questionnaire will be checked by the researcher to ensure that no jargon is used and to check spelling and grammar. The purpose of data checking is to confirm that the final data was precise and refined (Amy, 2024). Researchers will confirm the collected data before proceeding to the next stage of this investigation.

3.6.2 Data Editing

The Nominal Centre For Education Statistics (NCES) found that data editing involves making omissions, clarifying responses, avoiding biased editing, and making logical adjustments. The purpose of this procedure is to make sure that there wasn't any manipulation of the questionnaire or that participants did not

leave any blank answers. If any answers were found to be missing or defective, adjustments will be made.

3.6.3 Data Coding

Data coding is the process of dividing codes from the observed data. It aims to summarize the collected data, remove unused data, and bring meaningful data (Adu, 2019). In this process, the respondent's response will be digitized with numbers before key into the SPSS software. The software will then analyze the data once the responses have been tabulated and catalogued into the system.

3.6.4 Data Transforming

In order to ensure that the participants can examine the data in depth and utilize it in conjunction with analytical coding, any type of data must be transcribed or turned into written form (Stuckey, 2014). In order to perform the reliability test using SPSS software, the researcher must transfer coded data. The data is analyzed by SPSS software, which then produces precise and trustworthy study findings.

3.7 Proposed Data Analysis Tool

The Statistical Package for the Social Sciences (SPSS) will be used to evaluate the information gathered from the questionnaire survey. Because of its dependability, effectiveness, and widespread use in management and social science research, especially for quantitative and correlational studies. SPSS was chosen. Accurate statistical testing, methodical data handling, and unambiguous result interpretation are all made possible by the software.

Descriptive statistical analysis is used at the start of the analysis process to provide an overall profile of perceptions on employee performance and micromanagement as well as to summarize the demographic features of the respondents. The data's overall distribution and central tendencies will be displayed using descriptive metrics like frequencies, percentages, means, and standard deviations.

Moreover, Cronbach's alpha reliability analysis will be used to evaluate the measurement instruments' consistency and dependability. In order to make sure that the scales utilized are trustworthy for additional statistical testing, this research assesses the internal consistency of the items assessing micromanagement and employee performance. To confirm if the data satisfy the criteria for inferential statistical analyses, assumption testing, including normality analysis, will also be carried out. To guarantee the reliability and validity of the results, these initial tests are crucial.

The research hypotheses will next be tested using inferential statistical methods. The degree and direction of the association between micromanagement and employee performance will be investigated using Pearson correlation analysis. Additionally, to ascertain the predictive impact of each micromanagement dimension on employee performance, multiple regression analysis will be carried out. In addition to offering insights into how micromanagement methods affect employee performance among Malaysian sales agents, the findings of these

analyses will offer empirical evidence to support or refute the suggested assumptions.

3.7.1 Descriptive Analysis

It is essential because descriptive analysis is used to measure and describe the various characteristics of respondents (Vetter, 2017). This study questionnaire, which asks about personal information including gender, age, ethnicity, and education, will be distributed by the researcher. Researchers can find common patterns or characteristics of the respondents by looking at the mean, mode, and median of the gathered questionnaires, which are then shown in a pie chart. In this study, the respondents' personal or demographic information from section A of the questionnaire was examined using the frequency distribution.

3.7.2 Reliability Analysis

Ranganathan et al. (2024) claim that the reliability of a measure can be used to evaluate its internal consistency. Consistency is the key to comprehending reliability. It was claimed that a measure is reliable if different methods of measuring the same object produce results that are comparable. When identical results are obtained through repeated testing by the same or different people, the results might be regarded as dependable because of their consistency. In order to ensure the consistency of the results, a reliability test will be conducted in this study to ensure that the data collected is stable and consistent with few errors. Cronbach's alpha will be used by the researcher in this study to assess the

reliability of the results. The outcome was displayed by Cronbach's alpha as a value between 0 and 1.

Table 3.5 : Level of Reliability and the Rules of thumb of Cronbach's Alpha

Range of Cronbach's Alpha	Level of Reliability
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The Thumb Cronbach's Alpha Coefficient Size rules consists of six ratings (Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. International Journal of Medical Education, 2, 53–55.

The Alpha Coefficient Range and Strength of Association is shown in Table 3.5.

Table 3.5 indicates that an alpha value is considered very good if it falls between 0.80 and 0.95; good if it falls between 0.70 and 0.80; acceptable if it falls between 0.60 and 0.70; and poor if it falls below 0.60.

3.7.3 Inferential Analysis

The link between the independent and dependent variables will be investigated in this analysis using multiple regressions and Pearson's correlation coefficient. The capacity of both methods to produce suitably relevant results that will show the direction, magnitude, and importance of the relationship between the independent

and dependent variables justifies their use. It is conceivable for values to be both positive and negative.

3.7.3.1 Pearson Correlation Coefficient Analysis

The Pearson Correlation Coefficient Analysis will be used in this study to determine the direction, strength, and significance of the linear relationship between the independent and dependent variables. A value of +1.0 indicated a perfect positive correlation between two variables, whereas a value of -1.0 indicated a perfect negative correlation. A positive (+) correlation coefficient indicates that as one variable's value rises, the other variables' values also tend to rise, and vice versa. The Pearson Correlation Coefficient is used in this study to examine the following hypotheses:

H₁ : Excessive supervision has a significant relationship with employee performance among sales agents in Malaysia.

H₂ : Lack of Autonomy as a significant relationship with employee performance among sales agents in Malaysia.

H₃ : Lack Of Trust has a significant relationship with employee performance among sales agents in Malaysia.

H₄ : Control Orientation has a significant relationship with employee performance among sales agents in Malaysia.

H₅ : Avoidance of Delegation has a significant relationship with employee performance among sales agents in Malaysia.

3.7.3.2 Multiple Regression Analysis

Multiple regression analysis is used to investigate the value of a dependent variable based on two or more independent variables (Fein et al., 2022). This study will employ multiple regression analysis to demonstrate the relationship and relevance of each IV to DV . All independent variables, including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation are added to the same equation in order to investigate the dependent variable. In order to understand the relationship between the variables and predict future events, each variable's coefficient is then found.

$$Y_i = \beta_0 + \beta_1 X_{i1} + \beta_2 X_{i2} + \dots + \beta_k X_{ik} + \varepsilon_{ij}$$

$i = 1, 2, \dots, n; j = 1, 2, \dots, k$; here, Y_i is the observed value of the dependent variable for the i th observation; X_{ij} is the value of the j th independent variable at the i th level; β_j is the j th regression coefficient; ε_{ij} is the error term; and k is the number of independent variables (Aydemir & Kıpçak, 2024).

Control factors that may have an impact on the relationships between variables can also be included in multiple regression models. The variables used in multivariate analysis to find indirect correlations are called control variables. After controlling for the effects of other variables, it is crucial to determine whether the covariation between X and Y still exists. Thus, it is considered appropriate to include control variables in the model, such as age, gender, industry of employment, sales agent job experience, and kind of employment (Aydemir & Kıpçak, 2024).

3.8 Conclusion

This chapter concludes with a brief discussion of the research design, data collection techniques, sampling design, research instrument, measurement construct and data processing. The significance of the research methodologies depends on their ability to facilitate the collection, analysis, and interpretation of data. The research design will employ quantitative and five point Likert scale survey methodologies. The analysis was carried out with the aid of SPSS 32.0 software.

Inferential and descriptive analysis, including multiple regression analysis, Pearson Correlation coefficient analysis, and reliability, are also covered in this chapter.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This chapter will mainly study the survey results which are obtained from the questionnaires from different Universities. As outlined in previous reports, a total of 250 questionnaires have been distributed to each salesperson and have been completed. The results obtained from the questionnaires are composed of measurement scales, which are used to proceed with the descriptive analyses and inferential analyses. Throughout the distribution of questionnaires, it has been completed by 210 respondents and collected successfully. Hence, a total of 210 copies of data are used to analyse and interpret by the Statistical Package for the Social Sciences (SPSS) Statistics software as an analytical tool in this research in order to obtain the statistical table or results as evidence that used to support this research studies.

The sampling design in this study is combined of three sampling methods to distributed questionnaires which are simple random method from probability sampling, purposive and quota sampling method from non-probability sampling. The questionnaires are based on these three sampling methods and distributed through social media such as E-mail, Facebook, WhatsApp, XiaoHongShu (Rednote) and Google Form.

4.1 Descriptive Analysis

The demographic traits of the respondents were compiled using descriptive analysis. A total of 210 valid responses were obtained from sales agents across various industries in Malaysia, including e-commerce, logistics, real estate, telecommunications, insurance, and freelance sales sectors.

4.1.1 Demographic Profile of Respondents

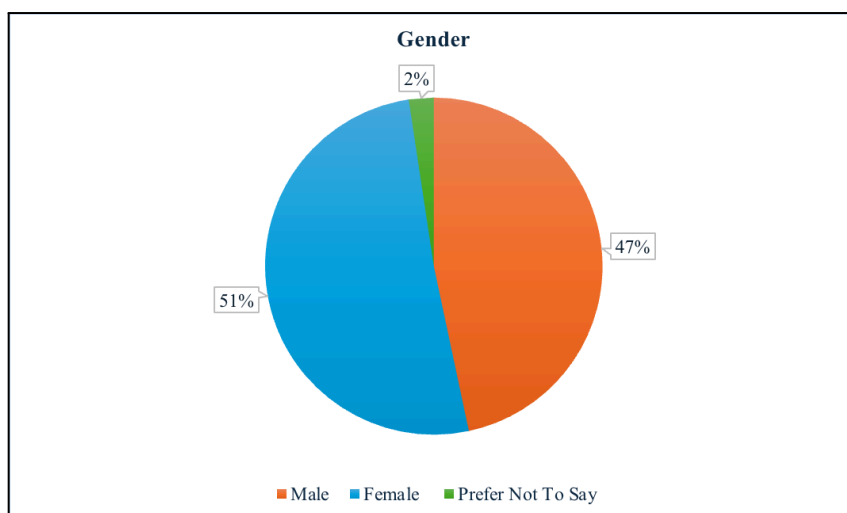
The demographic characteristics of respondents are presented as below, including gender, age, industry, years of experience, and type of employment :

Table 4.1: Distribution of Respondents by Gender

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Gender	Male	98	47%
	Female	107	51%
	Prefer Not To Say	5	2%

Note. Generated from SPSS software (Version 32).

Figure 4.2: Gender Distribution of Respondents



Note. Developed for research.

In this study, 51% of participants are men, 47% are women, and 2% of respondents would rather not answer, according to Table 4.1 and Figure 4.2.

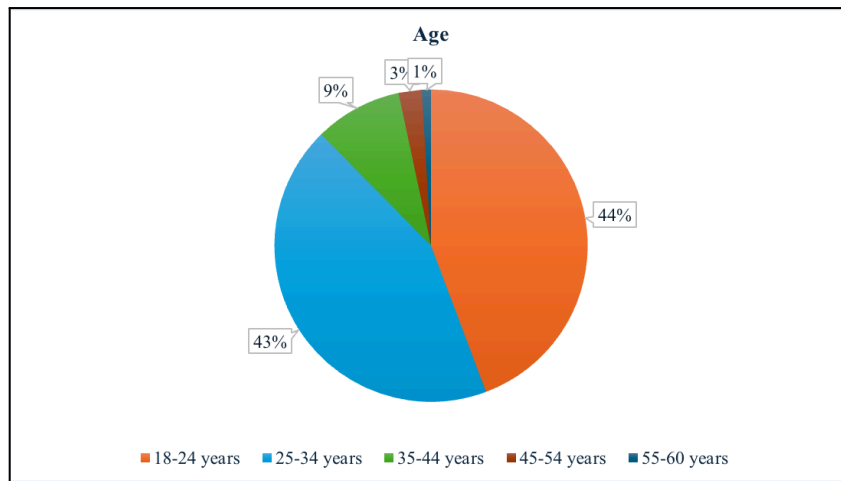
According to the graph, the largest cohort in this study is male.

Table 4.3: Age of Respondents by Gender

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Age	18-24 years	93	44%
	25-34 years	91	43%
	35-44 years	19	9%
	45-54 years	5	3%
	55-60 years	2	1%
	More than 61 years	-	-

Note. Generated from SPSS software (Version 32).

Figure 4.4: Age Distribution of Respondents



Note. Developed for research.

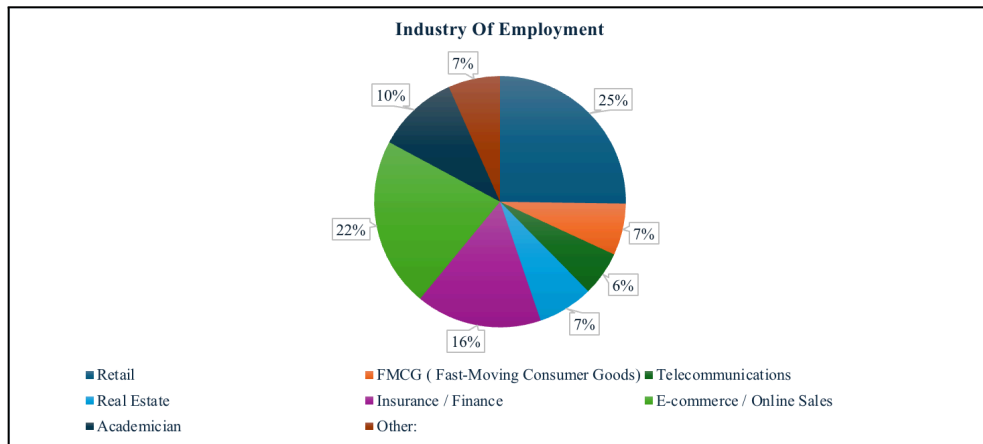
According to Table 4.3 and Figure 4.4, 44% of respondents are between the ages of 18 and 24, 43% are between the ages of 25 and 34, 9% are between the ages of 35 and 44, 3% are between the ages of 45 and 54, 1% are between the ages of 55 and 60, and none are older than 61. As a result, the graph indicates that the majority of sales agents are young people, with the 18–24 age group being the largest cohort and the 25–34 age group coming in second.

Table 4.5: Distribution of Respondents by Industry of Employment

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Industry of Employment	Retail	53	25%
	FMCG (Fast-Moving Consumer Goods)	14	7%
	Telecommunications	12	6%
	Real Estate	15	7%
	Insurance / Finance	34	16%
	E-commerce / Online Sales	46	22%
	Academician	22	10%
	Other:	14	7%

Note. Generated from SPSS software (Version 32).

Figure 4.6: Industry of Employment Distribution of Respondents



Note. Developed for research.

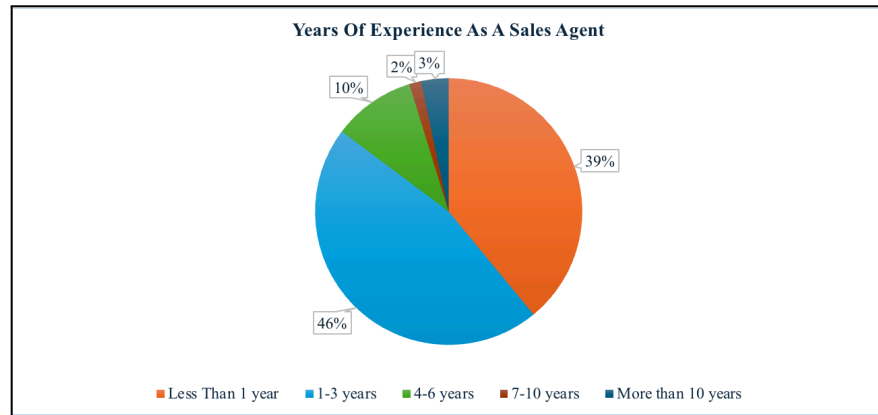
In terms of industry of employment, 25% of respondents work in retail, 22% in e-commerce or online sales, 16% in insurance or finance, 10% as academicians, 7% in FMCG (fast-moving consumer goods), 7% in real estate, 7% in telecommunications, and 7% in other industries, according to Table 4.5 and Figure 4.6. The majority of sales agents in this study work in retail and similar sales-driven businesses, as the graph indicates that the retail industry is the largest cohort, followed by e-commerce/online sales and insurance/finance.

Table 4.7: Distribution of Respondents by Years of Experience as a Sales Agent

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Years of Experience as a Sales Agent	Less Than 1 year	82	39%
	1-3 years	97	46%
	4-6 years	21	10%
	7-10 years	3	2%
	More than 10 years	7	3%

Note. Generated from SPSS software (Version 32).

Figure 4.8: Years of Experience as a Sales Agent Distribution of Respondents



Note. Developed for research.

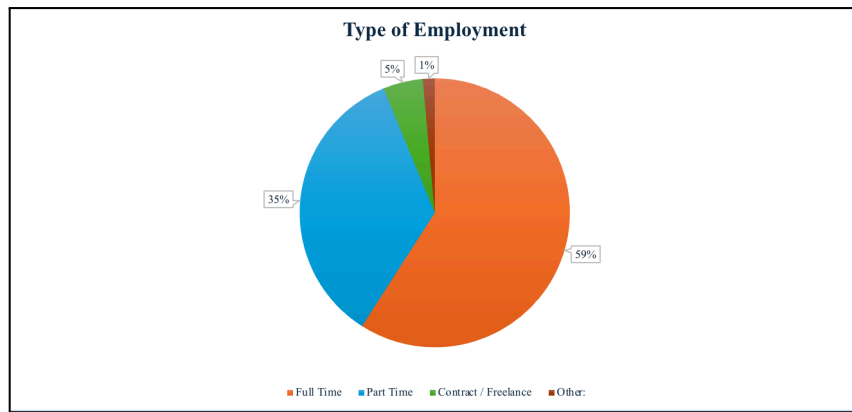
According to Table 4.7 and Figure 4.8, 46% of respondents have one to three years of experience, 39% have less than a year, 10% have four to six years, 3% have more than ten years, and 2% have seven to ten years. As a result, the graph indicates that the majority of respondents are comparatively early in their sales careers, with sales agents with one to three years of experience making up the largest cohort, followed by those with less than one year.

Table 4.9: Distribution of Respondents by Type of Employment

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Type of Employment	Full Time	124	59%
	Part Time	73	35%
	Contract / Freelance	10	5%
	Other:	3	1%

Note. Generated from SPSS software (Version 32).

Figure 4.10: Type of Employment as a Sales Agent Distribution of Respondents



Note. Developed for research.

Lastly, 59% of respondents have a full-time job, 35% have a part-time job, 5% have a contract or freelance arrangement, and 1% chose "Other," according to Table 4.9 and Figure 4.10. As a result, the graph indicates that the largest cohort in our study consists of full-time employees.

Table 4.11: Summary of Demographic Profile of Respondents (N = 210)

Demographic Variables	Categories	Frequency (n)	Percentage (%)
Gender	Male	98	47%
	Female	107	51%
	Prefer Not To Say	5	2%
Age	18-24 years	93	44%
	25-34 years	91	43%
	35-44 years	19	9%
	45-54 years	5	3%
	55-60 years	2	1%
	More than 61 years	-	-
Industry of Employment	Retail	53	25%
	FMCG (Fast-Moving Consumer Goods)	14	7%

	Telecommunications	12	6%
	Real Estate	15	7%
	Insurance / Finance	34	16%
	E-commerce / Online Sales	46	22%
	Academician	22	10%
	Other:	14	7%
Years of Experience as a Sales Agent	Less Than 1 year	82	39%
	1-3 years	97	46%
	4-6 years	21	10%
	7-10 years	3	2%
	More than 10 years	7	3%
Type of Employment	Full Time	124	59%
	Part Time	73	35%
	Contract / Freelance	10	5%
	Other:	3	1%

Note. Developed for research.

Table 4.11 provides a summary of the targeted respondents' demographics. This survey included 210 respondents in total. First, the table's results show that, in terms of gender, the data shows a fairly balanced representation, with 51% of participants being female and 47% being male, while 2% of respondents chose not to disclose. The sales agent cohort's modest female preponderance offers a varied sample for analyzing views of micromanagement.

In terms of age, 44% of the participants are between the ages of 18 and 24, 43% are between the ages of 25 and 34, 9% are between the ages of 35 and 44, 3% are between the ages of 45 and 54, and 1% are between the ages of 55 and 60. There were no responders older than 61. The study mostly covers the viewpoints of early-career sales agents, who are probably more experienced with close

supervision techniques, as indicated by the demographic skew towards younger workers ,87% of respondents aged 18–34 years.

Regarding industry of employment, the largest proportion of respondents work in the retail sector (25%), followed by e-commerce/online sales (22%), insurance/finance (16%), academician (10%), real estate (7%), FMCG (7%), telecommunications (6%), and other industries (7%). This wide industry representation ensures that the findings reflect micromanagement experiences across various sales driven sectors in Malaysia. Regarding years of experience as a sales agent, 46% of participants have 1–3 years of experience, 39% have less than 1 year, 10% have 4–6 years, 3% have more than 10 years, and 2% have 7–10 years. The majority 85% of respondents have less than three years of experience, indicating that most respondents are relatively new to the sales profession. Regarding type of employment, 59% of respondents are employed full-time, 35% are part-time, 5% work on a contract or freelance basis, and 1% selected "Other". This distribution confirms that full-time employment is the predominant work arrangement among the sampled sales agents in Malaysia.

4.2 Inferential Analysis

Inferential analysis was conducted to examine the relationships between the five dimensions of micromanagement such as excessive supervision, lack of autonomy, lack of trust, control orientation and avoidance of delegation; and the employee performance. Prior to hypothesis testing, reliability analysis was used to evaluate the internal consistency of the measurement scales.

4.2.1 Reliability Test

Table 4.12: Reliability Test Results

No	Reliability Statistics	Number Of Question	Sample Size	Standard Cronbach's Alpha	Cronbach's Alpha	Findings
1	Excessive Supervision	5	210	0.7	0.810	Good
2	Lack Of Autonomy	5	210	0.7	0.892	Good
3	Lack Of Trust	5	210	0.7	0.899	Good
4	Control Orientation	5	210	0.7	0.898	Good
5	Avoidance Of Delegation	5	210	0.7	0.895	Good
6	Employee Performance	6	210	0.7	0.792	Acceptable

Note. Generated from SPSS software (Version 32).

The results gathered in Table 4.12 show how well the survey questions measure the targeted constructs. Each of the six variables showed satisfactory internal consistency, above the acceptable level of 0.70.

Excessive supervision exhibited a Cronbach's alpha of 0.810, which is well above the standard threshold. This indicates that the five items designed to measure excessive supervision such as constant monitoring, frequent progress checks, and managerial intervention in routine tasks, were internally consistent and reliably captured this dimension of micromanagement among sales agents in Malaysia.

Lack of Autonomy showed a Cronbach's alpha of 0.892, reflecting strong internal consistency. The five items measuring restricted decision making authority, limited task discretion, and rigid instructions demonstrated high reliability, suggesting that respondents interpreted these items in a coherent manner.

Lack of Trust achieved a Cronbach's alpha of 0.899, the highest among all constructs. This indicates that the items assessing supervisory doubt, questioning of employee judgment, and reluctance to rely on subordinates were highly consistent. This strong reliability supports the validity of measuring lack of trust as a key dimension of micromanagement.

Control Orientation recorded a Cronbach's alpha of 0.898, also demonstrating excellent internal consistency. The five items measuring strict rules, rigid procedures, and limited flexibility were reliably understood by respondents, providing a robust foundation for analyzing how control oriented leadership affects employee performance.

Avoidance of Delegation yielded a Cronbach's alpha of 0.895, indicating very good reliability. The items measuring managers' refusal to assign meaningful tasks, withholding of decision making authority, and reluctance to delegate responsibilities were consistently interpreted across the sample.

Employee Performance demonstrated a Cronbach's alpha of 0.792, which is considered acceptable. Although slightly lower than the micromanagement dimensions, this value still exceeds the standard threshold of 0.70. The six items measuring self-reported job performance, including task completion, quality of work, and contribution to organizational goals, showed satisfactory internal consistency.

Overall, Cronbach's alpha values across all five micromanagement dimensions, ranging from 0.810 to 0.899 and the acceptable value for employee performance (0.792) indicate that the questionnaire items were reliable and consistently measured the intended constructs. These strong results strengthen the validity of

the study's findings and offer a strong basis for understanding the correlation and regression analyses that follow.

4.2.2 Multiple Regression Analysis

The collective predictive power of the five micromanagement dimensions, including excessive monitoring, lack of autonomy, lack of trust, control orientation, and avoidance of delegation on employee performance among Malaysian sales agents was investigated using multiple regression analysis. The ANOVA findings shown in Table 4.13 demonstrated that the regression model was statistically significant.

Table 4.13: ANOVA Results

Model		Sum Of Square	df	Mean Square	F	Sig.
1	Regression	13.304	5	2.661	12.288	<.001
	Residual	44.175	204	.217		
	Total	57.480	209			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Excessive Supervision, Lack of Autonomy, Lack of Trust, Control Orientation, Avoidance of Delegation.

Note. Generated from SPSS software (Version 32).

The results in Table 4.13 indicate that the significance value ($p < .001$) is less than the alpha level of 0.05. This demonstrates that the research's F statistic ($F = 12.288$) is significant, confirming that the proposed regression model does a good job of characterising the relationship between the independent variables and the

dependent variable. Consequently, the independent variables collectively are important in explaining the variation in employee performance among sales agents in Malaysia.

Table 4.14: Rule of Thumb for Interpreting the Strength of R-Square

Absolute r Value	Strength Of Relationship
$r < 0.3$	None Or Very Weak
$0.3 < r < 0.5$	Weak
$0.5 < r < 0.7$	Moderate
$r > 0.7$	Strong

Source: Retrieved from (Odunayo Magret, O., & Thabiso Sthembiso, M. (2021, April). Rule of thumb on Strength of Association | Research Gate.)

Table 4.15 : Model Summary

Models	R-squared	Adjusted R-squared
Model	0.231	0.231

Note. Generated from SPSS software (Version 32).

The R-square value, also known as the coefficient of determination, is a statistical measure that indicates the proportion of the variance in the dependent variable that can be explained by the independent variables in a regression model. In this context, the R-square value of 0.231 suggests that approximately 23.1% of the variance in employee performance among sales agents in Malaysia is explained by the five micromanagement dimensions included in the regression model.

The number of predictors in the model is taken into account by the adjusted R-square, which is 0.213. To give a more accurate picture of the model's goodness

of fit, the adjusted R-square modifies the R-square value according to the number of predictors. Given the complexity of the model, the adjusted R-square of 0.213 in this instance shows that the predictors account for around 21.3% of the variation in employment.

According to the rule of thumb in Table 4.14, an R-square value of 0.231 falls within the "none or very weak" category (<0.3). This indicates that while the regression model is statistically significant, the micromanagement dimensions collectively have a very weak explanatory power in understanding employee performance patterns among sales agents in Malaysia. In other words, factors other than micromanagement such as individual motivation, compensation structures, peer support, or external market conditions, likely account for the majority of the variance in employee performance.

Nevertheless, the significant F-test confirms that the set of micromanagement dimensions does have a statistically detectable association with employee performance. The finding that only 23.1% of variance is explained suggests that while micromanagement matters, it is not the dominant predictor. This aligns with the earlier correlation results, where all dimensions showed positive but mostly small to moderate correlations with performance. To fully comprehend the intricacies underlying employee performance in Malaysia's sales business, researchers should investigate additional unexplained aspects.

Table 4.16: Regression Coefficients

The unstandardized coefficients (B), standardized coefficients (Beta), t-values, and significance levels for each predictor are shown in Table 4.18.

Model	Unstandardised B	Std.Error	Standardised Beta	t	Sig.
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(Constant)	2.892	.175		16.487	<.001
Excessive Supervision (ExSup_Avg)	.315	.060	.441	5.256	<.001
Lack of Autonomy (LackAug_Avg)	.008	.068	.016	.120	.905
Lack of Trust (LackTrust_Avg)	-.097	.062	-.198	-1.555	.122
Control Orientation (ContOrient_Avg)	.108	.076	.206	1.429	.155
Avoidance of Delegation (AvoidDel_Avg)	.003	.071	.005	.036	.971

Note. Generated from SPSS software (Version 32).

As refer to the Table 4.16, excessive supervision (ExSup_Avg) with the p-value of <0.001 was well representative of the variance of the dependent variable, employee performance (Perf_Avg) as it did not exceed the alpha value of 0.05. For the remaining independent variables, lack of autonomy (LackAut_Avg) with a p-value of 0.905, lack of trust (LackTrust_Avg) with a p-value of 0.122, control orientation (ContOrient_Avg) with a p-value of 0.155, and avoidance of delegation (AvoidDel_Avg) with a p-value of 0.971 all exceeded the 0.05 alpha value. Therefore, these four variables were not able to justify the variance of the dependent variable significantly as compared to excessive supervision.

Multiple Linear Regression Equation:

$$Y_i = \beta_0 + \beta_1 X_{i1} + \beta_2 X_{i2} + \dots + \beta_k X_{ik} + \varepsilon_{ij}$$

Where:

- Y= Employee Performance (Perf_Avg)
- a = constant
- X1 = Excessive Supervision (ExSup_Avg)
- X2 = Lack of Autonomy (LackAut_Avg)
- X3 = Lack of Trust (LackTrust_Avg)
- X4 = Control Orientation (ContOrient_Avg)

- X_5 = Avoidance of Delegation (AvoidDel_Avg)
- B_i = Value of parameter estimate (unstandardized coefficient) for each independent variable.

Based on the coefficients table, the regression equation is:

$$\text{Perf_Avg} = 2.892 + 0.315(\text{ExSup_Avg}) + 0.008(\text{LackAut_Avg}) - 0.097(\text{LackTrust_Avg}) + 0.108(\text{ContOrient_Avg}) + 0.003(\text{AvoidDel_Avg})$$

From the table and equation above, excessive supervision (ExSup_Avg) with the unstandardized coefficient (B) of 0.315 contributes the highest positive effect to the dependent variable, employee performance (Perf_Avg), followed by control orientation (ContOrient_Avg) with 0.108, lack of autonomy (LackAut_Avg) with 0.008, and avoidance of delegation (AvoidDel_Avg) with 0.003. Lack of trust (LackTrust_Avg) shows a negative contribution of -0.097, indicating that higher levels of lack of trust are associated with slightly lower employee performance, although this effect was not statistically significant.

4.2.3 Pearson Correlational Analysis

One method for assessing the significance, direction, intensity, and correlation of the link between independent and dependent variables is the Pearson Correlation Analysis. The study used Pearson Correlation Analysis to assess the independent factors, which include control orientation, avoidance of delegation, lack of autonomy, excessive supervision, and lack of trust. To investigate the connections between the variables, correlation analysis was done. The correlation coefficients between several factors associated with the results of employee performance are covered in this section. To comprehend the trends and connections within the data, correlations between variables, whether positive, negative, or nonexistent are interpreted and examined.

Table 4.17: Pearson Correlation Coefficient Range and Strength

Range of Correlation Coefficient	Interpretation
+/- 0.90 to +/- 1.00	Very high positive (negative) correlation
+/- 0.70 to +/- 0.90	High positive (negative) correlation
+/- 0.50 to +/- 0.70	Moderate positive (negative) correlation
+/- 0.30 to +/- 0.50	Low positive (negative) correlation
0.00 to +/- 0.30	Negligible correlation

Source: Retrieved from (NILIMESH, H., PhD. , 2023, September 30. Demystifying correlation: A comprehensive guide to understanding, and interpreting, and applying correlation in data analysis | analyst's corner . Medium.)

Table 4.18 : Correlations of the study

Correlations							
		ExSup_Avg	LackAut_Avg	LackTrust_Avg	ContOrient_Avg	AvoidDel_Avg	Perf_Avg
ExSup_Avg	Pearson Correlations	1	.649** *	.613** *	.644***	.632***	.465** *
	Sig.(2-tailed)		<.001	<.001	<.001	<.001	<.001
	N	210	210	210	210	210	210
LackAut_Avg	Pearson Correlations	.649***	1	.825** *	.848***	.809***	.317** *
	Sig.(2-tailed)	<.001		<.001	<.001	<.001	<.001
	N	210	210	210	210	210	210
LackTrust	Pearson	.613***	.82	1	.818***	.836***	.257**

ust_Avg	Correlations		.5** *				*
	Sig.(2-tailed)	<.001	<.001		<.001	<.001	<.001
	N	210	210	210	210	210	210
ContOrient_Avg	Pearson Correlations	.644***	.848** *	.818** *	1	.865***	.345** *
	Sig.(2-tailed)	<.001	<.001	<.001		<.001	<.001
	N	210	210	210	210	210	210
AvoidDel_Avg	Pearson Correlations	.632***	.809** *	.836** *	.865***	1	.309** *
	Sig.(2-tailed)	<.001	<.001	<.001	<.001		<.001
	N	210	210	210	210	210	210
Perf_Avg	Pearson Correlations	.465***	.317** *	.257** *	.345***	.309***	1
	Sig.(2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001
	N	210	210	210	210	210	210
**. Correlation is significant at the 0.001 level (2-tailed).							

Note. Generated from SPSS software (Version 32).

The correlation analysis provides valuable insights into the relationships between the five micromanagement dimensions and employee performance among sales agents in Malaysia.

Excessive Supervision demonstrated a moderate positive correlation with employee performance ($r=0.465$, $p<0.001$). According to the strength

classification in Table 4.18, this coefficient falls within the moderate range, 0.41 to 0.70. This result suggests that self-reported employee success is positively correlated with higher levels of excessive supervision. This may seem surprising, but it implies that in the Malaysian sales context, performance may be correlated with frequent progress checks and careful monitoring, perhaps because of the high pressure, goal driven character of sales employment.

Lack of Autonomy showed a small but definite positive correlation with employee performance ($r=0.317$, $p<0.001$). This coefficient falls within the 0.21 to 0.40 range, indicating a modest relationship. Sales agents who perceived greater restrictions on their decision making authority tended to report slightly higher performance levels, which may reflect the structured nature of certain sales environments where limited autonomy does not necessarily impede output.

Lack of Trust exhibited a small but definite positive correlation with employee performance ($r=0.257$, $p<0.001$). Although statistically significant, this relationship is relatively weak, suggesting that perceived supervisory mistrust has only a modest association with performance outcomes. This finding implies that other factors may mediate or moderate the impact of trust on sales agent performance.

Control Orientation demonstrated a small but definite positive correlation with employee performance ($r=0.345$, $p<0.001$). This indicates that rigid procedures and strict managerial control are associated with moderately higher performance levels among sales agents. In performance driven industries, such control may provide clarity and consistency, which could enhance task completion.

Avoidance of Delegation also showed a small but definite positive correlation with employee performance ($r=0.309$, $p<0.001$). This suggests that when

managers refrain from delegating important tasks, sales agents may still perform adequately, possibly due to clear role expectations or alternative sources of motivation.

In addition to the relationships with employee performance, the correlation matrix reveals high to very strong positive intercorrelations among the five micromanagement dimensions. Specifically:

1. Lack of autonomy and control orientation ($r=0.848$, $p<0.001$) results in high correlation
2. Lack of autonomy and lack of trust ($r=0.825$, $p<0.001$) results in high correlation
3. Control orientation and avoidance of delegation ($r=0.865$, $p<0.001$) results in high correlation
4. Lack of trust and avoidance of delegation ($r=0.836$, $p<0.001$) results in high correlation

These high intercorrelations indicate that the five dimensions of micromanagement tend to co-occur in practice. Managers who exhibit excessive supervision are also likely to restrict autonomy, demonstrate distrust, enforce rigid control, and avoid delegation. This multicollinearity is an important consideration for the subsequent regression analysis, as it may affect the unique contribution of each predictor.

In conclusion, all five micromanagement aspects are substantially positively correlated with employee performance overall, according to the correlation analysis, with excessive supervision exhibiting the greatest link ($r=0.465$). These results offer preliminary evidence in favor of the proposed associations and

support additional research employing multiple regression analysis to ascertain each dimension's distinct predictive value after adjusting for the others.

4.2.3.1 Hypothesis Testing

Based on the analysis of the collected data set, informed implications on the proposed hypothesis can be conducted. The proposed hypothesis as follow:

Hypothesis 1 : Excessive Supervision and impact of Employee Performance

H₀: There is no significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

Hypothesis 2 : Lack Of Autonomy and impact of Employee Performance

H₀: There is no significant relationship between lack of autonomy and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between lack of autonomy and employee performance among sales agents in Malaysia.

Hypothesis 3 : Lack Of Trust and impact of Employee Performance

H₀: There is no significant relationship between lack of trust and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

Hypothesis 4 : Control Orientation and impact of Employee Performance

H₀: There is no significant relationship between control orientation and employee performance among sales agents in Malaysia.

H₁: There is a significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

Hypothesis 5 : Avoidance Of Delegation and impact of Employee Performance

H₀: There is no significant relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

H₁: There is no significant relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

4.2.3.2 Summary of Hypothesis

Table 4.19: Results and status of the proposed hypothesis in regard to the findings.

Hypothesis	Statistical Findings	Decision	Source
H1	Correlation Results: $r(210) = 0.465$, with $p < .001$	Supported	Kumar et al. , 2025
H2	Correlation Results: $r(210) = 0.317$, with $p < .001$	Supported	Kumar et al. , 2025

H3	Correlation Results: $r(210) = 0.257$, with $p < .001$	Supported	Alsam, 2021
H4	Correlation Results: $r(210) = 0.345$, with $p < .001$	Supported	Alenazi, 2026
H5	Correlation Results: $r(210) = 0.309$, with $p < .001$	Supported	Kumar et al., 2025

Note. Developed for research.

4.3 Conclusion

This chapter provides a comprehensive analysis of the data collected from the survey conducted among sales agents in Malaysia. Through coded variables, reliability analysis, demographic profiling, correlation analysis, and F-tests, a detailed understanding of the micromanagement behaviour and impact influencing employee performance among sales agents is presented. The findings from these analyses contribute significantly to the overall understanding of the organisation behaviour and can inform future strategies for the integration of micromanagement in the sales context. The reliability analysis conducted on the survey instrument demonstrated the robustness of the data collection tool, ensuring the consistency and stability of responses. This foundational step provided confidence in the subsequent analyses, enhancing the reliability and validity of the study's findings. The correlation analysis revealed intricate relationships between key variables. Excessive supervision, lack of autonomy, lack of trust, control orientation and avoidance of delegation as pivotal factors influencing the impact of employee performance. The positive correlations among these variables underscored the interdependent nature of various aspects influencing sales managers' decisions to embrace this management style in their training and operations activities. Furthermore, the regression analysis, with a significant F-test value, highlighted the presence of diverse adoption patterns

among different segments of the academic community. The regression model, with its substantial R-squared value, explained a significant portion of the variance in adoption behavior, emphasizing the importance of behaviour like excessive supervision, lack of autonomy, lack of trust, control orientation and avoidance of delegation in employee performance.

CHAPTER 5: DISCUSSION, CONCLUSION, AND IMPLICATIONS

5.0 Introduction

In this final chapter, the purpose of this study was to examine how excessive supervision, lack of autonomy, lack of trust, control orientation and avoidance of delegation affected the impact of employee performance among sales agents in Malaysia . This chapter concludes the results of Chapter 4 and 5's findings and the consequences.

This chapter will bring the discussion into the consequences of the research's findings, addressing the key research questions and exploring the broader context of micromanagement adoption in the Malaysia sales industry. The chapter concludes by summarizing the study's contributions, limitations, and providing recommendations for future research and practical applications. The following is concluding observation will be made to conclude the thesis.

5.1 Recapitulation of Study

The focus of this study is on the examination of how five micromanagement dimensions , including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation, will or will not affect employee

performance among sales agents in Malaysia. Excessive supervision refers to constant monitoring and frequent progress checks that may signal distrust. Lack of autonomy denotes restricted discretion over how, when, or with whom sales agents perform their tasks. Lack of trust captures situations where supervisors double-check work or withhold responsibilities, undermining reciprocal exchange. Control orientation describes managerial enforcement of rigid rules and strict compliance at the expense of flexibility. Avoidance of delegation occurs when managers refrain from assigning meaningful tasks or decision-making authority to subordinates.

This study was conducted to address the problem of limited empirical understanding regarding how these specific micromanagement behaviours influence sales agent performance in the Malaysian context. The research outcomes are utilised to support the following research objectives, summarised below:

- 1) To investigate the relationship between excessive supervision and employee performance among sales agents in Malaysia.
- 2) To investigate the relationship between lack of autonomy and employee performance among sales agents in Malaysia.
- 3) To investigate the relationship between lack of trust and employee performance among sales agents in Malaysia.
- 4) To investigate the relationship between control orientation and employee performance among sales agents in Malaysia.
- 5) To investigate the relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

5.2 Discussion of Major Findings

Table 5.1: Summary of Hypothesis Testing Results

Hypothesis	Result	Supported (Rejected H₀)
H ₁ : There is a significant relationship between excessive supervision and the impact of employee performance among sales agents in Malaysia.	R-value = 0.564 p-value = <0.001	Yes
H ₂ : There is a significant relationship between lack of autonomy and the impact of employee performance among sales agents in Malaysia.	R-value = 0.317 p-value = <0.001	Yes
H ₃ : There is a significant relationship between lack of trust and the impact of employee performance among sales agents in Malaysia.	R-value = 0.257 p-value = <0.001	Yes
H ₄ : : There is a significant relationship between control orientation and the impact of employee performance among sales agents in Malaysia.	R-value = 0.345 p-value = <0.001	Yes
H ₅ : There is a significant relationship between avoidance of delegation and the impact of employee performance among sales agents in Malaysia.	R-value = 0.309 p-value = <0.001	Yes

Note: All p-values are less than 0.001, therefore all null hypotheses are rejected.

Note. Developed for research.

5.2.1 Relationship between Excessive Supervision and Employee Performance

H1: There is a significant relationship between excessive supervision and employee performance among sales agents in Malaysia.

The correlation coefficient value ($r = 0.465$, $p < .001$) indicates a moderate positive relationship between excessive supervision and employee performance. Since the p-value is less than the alpha level of 0.05, H_1 is accepted and H_0 is rejected.

This finding suggests that, contrary to some traditional assumptions, higher levels of excessive supervision among Malaysian sales agents are associated with higher employee performance. One plausible explanation lies in the nature of sales work and the Malaysian cultural context. Sales agents often operate under commission based or target driven structures where close monitoring may provide clarity, reduce ambiguity, and keep agents consistently focused on key performance indicators. In collectivist and high power distance cultures such as Malaysia, close supervision may be perceived not as distrust but as guidance and support (Hofstede, 2001). A study by He & Xi (2019) found that in certain hierarchical settings, close supervision can enhance role clarity and task performance. Furthermore, when supervisors frequently check progress, sales agents may feel more accountable and therefore exert greater effort to meet expectations. Thus, excessive supervision, while potentially stressful, may drive performance in environments where clear directives and constant feedback are valued.

5.2.2 Relationship between Lack of Autonomy and Employee Performance

H2: There is a significant relationship between lack of autonomy and employee performance among sales agents in Malaysia.

The correlation coefficient value ($r = 0.317$, $p < .001$) indicates a weak to moderate positive relationship between lack of autonomy and employee performance. H_2 is accepted, and H_0 is rejected.

This result implies that sales agents who report lower levels of autonomy (i.e., more restricted decision-making freedom) tend to show higher performance. Many sales roles follow standardised scripts, pricing guidelines, and compliance requirements. When managers limit autonomy, they may simultaneously provide clearer standard operating procedures, reducing errors and ensuring consistency. Li et al. (2020) noted that in highly routine sales environments, autonomy can sometimes lead to deviation from proven protocols, whereas structured oversight improves output. For new or less experienced sales agents, lack of autonomy may actually provide a safety net, increasing confidence and performance. Therefore, in this specific context, lack of autonomy appears to have a small but significant positive association with performance.

5.2.3 Relationship between Lack of Trust and Employee Performance

H3: There is a significant relationship between lack of trust and employee performance among sales agents in Malaysia.

The correlation coefficient value ($r = 0.257$, $p < .001$) indicates a weak positive relationship between lack of trust and employee performance. H_3 is accepted, and H_0 is rejected.

Although trust is generally considered a foundation of high quality exchange relationships (Caroline, 2025), this study found that perceived lack of trust from supervisors is weakly but positively associated with performance. One interpretation is that when sales agents perceive that their work is being double-checked or that responsibilities are withheld, they may respond by working harder to prove their reliability and competence. This reaction, sometimes called “impression management” or “proving behaviour,” can temporarily boost performance. Additionally, in sales environments where targets are transparent and rewards are performance based, a certain level of monitoring perceived as mistrust may actually increase effort. However, the weak magnitude ($r = 0.257$) suggests that while the relationship is statistically significant, lack of trust is not a strong driver of performance. Managers should be cautious, as prolonged mistrust may eventually lead to disengagement (Mayer et al., 1995).

5.2.4 Relationship between Control Orientation and Employee Performance

H4: There is a significant relationship between control orientation and employee performance among sales agents in Malaysia.

The correlation coefficient value ($r = 0.345$, $p < .001$) indicates a moderate positive relationship between control orientation and employee performance. H_4 is accepted, and H_0 is rejected.

Control orientation, characterised by rigid rules and strict compliance expectations, showed a moderate positive association with performance. This finding aligns with research by Liu et al. (2024) and Donnelly et al. (2021) in

certain contexts, where structured control mechanisms improved output consistency and reduced costly errors. For sales agents in Malaysia, a control-oriented environment may provide clear behavioural guidelines, ensuring that all agents follow compliance standards and customer handling protocols. This is particularly relevant in industries such as banking, insurance, or telecommunications where regulatory compliance is critical. When agents know exactly what is expected and that deviations will be caught, they may focus their energy on execution rather than experimentation. Nevertheless, the moderate strength ($r = 0.345$) suggests that control orientation is a meaningful but not dominant predictor, and excessive control without flexibility could still harm long-term motivation.

5.2.5 Relationship between Avoidance of Delegation and Employee Performance

H5: There is a significant relationship between avoidance of delegation and employee performance among sales agents in Malaysia.

The correlation coefficient value ($r = 0.309$, $p < .001$) indicates a weak to moderate positive relationship between avoidance of delegation and employee performance. H_5 is accepted, and H_0 is rejected.

While delegation is generally viewed as empowering (Zhang et al., 2017; Fernandez, 2025), this finding suggests that in the Malaysian sales agent context, less delegation may lead to higher performance. A possible explanation is that sales agents often work under tight deadlines and clear individual targets. When managers avoid delegating complex or non-sales tasks such as administrative

duties, client negotiation authority, agents can focus exclusively on their core selling activities. Additionally, some sales agents may prefer not to take on additional responsibilities that could distract from commission generating work. Therefore, avoidance of delegation, in this specific setting, may actually protect agents' time and specialisation, thereby improving performance. However, the weak to moderate strength ($r = 0.309$) indicates this is not a universal effect, and for high potential agents, lack of delegation could become demotivating over time.

5.3 Summary of Multiple Regression Findings

A multiple regression analysis was conducted to examine the collective predictive power of all five micromanagement dimensions on employee performance among sales agents in Malaysia. The overall regression model was statistically significant, $F(5, 204) = 12.288$, $p < .001$, indicating that the five independent variables together explain a meaningful portion of the variance in employee performance.

The R^2 value was 0.231, meaning that approximately 23.1% of the variance in employee performance is explained by the five micromanagement dimensions. The adjusted R^2 was 0.213, accounting for the number of predictors. According to the rule of thumb (Odunayo Magret & Thabiso Sthembiso, 2021), an R square of 0.231 falls within the small to medium effect size range. This indicates that while micromanagement behaviours collectively have a statistically detectable association with performance, the majority of variance is explained by other factors not included in this model, such as individual motivation, compensation structure, peer support, training quality, and external market conditions.

When examining individual predictors, excessive supervision emerged as the only statistically significant unique contributor to employee performance ($B = 0.315$, $p < .001$). The remaining four dimensions, lack of autonomy, lack of trust, control orientation, and avoidance of delegation did not reach statistical significance in the regression model (all $p > .05$). However, this does not contradict the earlier correlation results, where all five dimensions showed significant positive bivariate correlations, ranging from ($r = 0.257$ to $r = 0.465$, all $p < .001$). The discrepancy suggests that the four non-significant dimensions share considerable variance with excessive supervision, and their unique effects are not distinguishable when all variables are entered simultaneously.

Lastly, the significant F-test confirms that the set of micromanagement dimensions does meaningfully relate to employee performance among sales agents in Malaysia. The positive bivariate correlations observed for all five dimensions suggest that, in this specific cultural and occupational context, higher levels of these micromanagement behaviours are generally associated with higher employee performance. Among them, excessive supervision has the strongest and most robust relationship.

5.4 Summary of Hypothesis Testing

In summary, the hypothesis testing reveals that all five micromanagement dimensions including excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation have significant positive relationships with employee performance among sales agents in Malaysia. Each hypothesis was supported at $p < .001$. The strongest relationship was found for excessive supervision ($r = 0.465$), followed by control orientation ($r = 0.345$), lack of autonomy ($r = 0.317$), avoidance of delegation ($r = 0.309$), and lack of trust ($r =$

0.257). These findings, while initially surprising from a Western organisational behaviour perspective, align with the high power distance, collectivist, and performance driven sales environment in Malaysia, where close supervision, structured control, and limited delegation may enhance role clarity, accountability, and focus on targets.

5.5 Implications of Study

Based on the findings of this study, several theoretical and managerial implications are proposed for sales agents and micromanagers.

5.5.1 Theoretical Implications

First, this study addresses a notable gap in the literature by empirically examining the relationship between five distinct micromanagement dimensions and employee performance among sales agents in Malaysia. Prior research has largely treated micromanagement as a unitary construct or has focused predominantly on its negative consequences in Western organisational settings (Irani-Williams et al., 2021). By disaggregating micromanagement into its core behavioural components and investigating their differential associations with performance, this study provides a more nuanced theoretical framework for understanding how specific controlling behaviours operate within a non western, high power distance sales context.

Second, this study challenges the prevailing assumption in mainstream organisational behaviour literature that micromanagement is inherently

detrimental to employee performance. The significant positive correlations observed across all five dimensions suggest that, under certain conditions within Malaysia's high power distance and collectivist cultural environment, close supervision, limited autonomy, and restricted delegation may be perceived by sales agents as normative guidance rather than oppressive control. This finding aligns with recent scholarly work acknowledging that the effectiveness of managerial control styles is contingent upon cultural and contextual factors (Helnarska, 2024). Academically, this calls for a reevaluation of universalistic claims about micromanagement and encourages the development of culturally sensitive theoretical models.

Third, this study contributes to the academic discourse by highlighting the dual nature of micromanagement. While traditional literature has emphasised negative outcomes such as reduced creativity, lower job satisfaction, and increased turnover, emerging research including the present study suggests that micromanagement can produce short-term performance gains in high pressure, target driven environments like sales. This duality invites further theoretical refinement for future academic work should specify boundary conditions such as task routineness, employee experience level, crisis situations under which micromanagement shifts from being harmful to beneficial.

Finally, this study provides an empirical anchor for integrating cross-cultural management theory with leadership research. By demonstrating that Malaysian sales agents respond positively to behaviours that Western literature labels as "micromanaging," this study reinforces the relevance of Hofstede's cultural dimensions, particularly power distance and collectivism in moderating employee interpretations of managerial actions. Academically, this suggests that theories of leadership and control must be contextualised rather than exported universally.

5.5.2 Managerial Implications

The findings of this study have several implications for managers who oversee sales agents in Malaysia. First, managers who tend toward micromanagement should recognise that their behaviours, including excessive supervision, control orientation, and avoidance of delegation can have both positive and negative effects on sales agents. While this study found positive associations with performance; for instance, results of correlation for excessive supervision is $r = 0.465$, which represents excessive micromanagement behaviour that may affect the performance of sales agents. Therefore, managers must be aware that close monitoring may increase job stress and turnover rates, and also reduce long-term commitment if applied without sensitivity. As Sandra K. and Kevin S (2020) suggest, micromanagers need to understand when this style might be temporarily effective such as during training, high stakes sales campaigns, or compliance critical periods and when it should be relaxed.

Second, micromanagement often attacks autonomy, which is a key psychological need for sales agents. Lack of autonomy can lead to burnout, reduced job satisfaction, and lower organisational commitment over time (Andina-Díaz et al., 2024). In sales environments, autonomy allows agents to adapt their pitches, manage client relationships flexibly, and exercise creativity. Therefore, managers should gradually increase decision making freedom for experienced agents while maintaining structured support for newer ones. Giving agents controlled autonomy can reduce negative impacts and boost satisfaction through trust.

Third, effective communication is essential to mitigate the hostile effects of micromanagement. When managers clearly explain performance expectations, monitoring reasons, and feedback criteria, sales agents are more likely to perceive supervision as guidance rather than distrust. Michaelis (2024) emphasises that

open dialogue promotes a culture of trust and respect. Managers should regularly invite sales agents to share their views on managerial style and adjust accordingly.

Fourth, hiring highly skilled sales agents is only beneficial if managers provide an environment where they can excel. Micromanagers often claim to want top talent but then restrict their discretion through rigid controls, ambiguous role definitions, or reluctance to trust expertise (Dan, 2025). For sales agents, this mismatch can lead to frustration, turnover, and underutilisation of skills. Managers must trust their agents' abilities and focus on outcome based evaluation rather than process based over control.

Fifth, delegation is a critical skill for enhancing productivity. Managers of sales agents should delegate non-core tasks such as administrative reporting, scheduling, data entry to allow agents to concentrate on revenue-generating activities. Delegation also signals trust and develops agent competence. As Lauren (2020) noted, effective delegation frees managerial time for strategic tasks. In the Malaysian sales context, avoiding delegation may temporarily improve focus, but managers should gradually delegate to high performing agents to sustain motivation and growth.

5.6 Research Limitations

While conducting research on the relationship between micromanagement characteristics such as excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation with employee performance among sales agents in Malaysia, several limitations and weaknesses were identified.

First, a significant limitation is the potential cultural and contextual bias that may affect the responses from participants. Malaysia is a multicultural society with diverse ethnic backgrounds including Malay, Chinese, Indian, and others, and sales agents from different cultural groups may perceive micromanagement behaviours differently. For instance, agents from high power distance cultural backgrounds might view close supervision as normative, while others may perceive it as oppressive. This cultural variation could influence the generalizability of the findings across all sales agents in Malaysia.

Second, the study employed a cross-sectional design, meaning data were collected at a single point in time. As a result, we cannot establish causal relationships between micromanagement behaviours and employee performance. The possibility of reverse causation cannot be excluded; for example, low performing sales agents may inadvertently trigger more excessive supervision and reduced autonomy from managers.

Third, the study relied on self-reported questionnaires from sales agents. This introduces the potential for common method bias and social desirability bias, where participants may under-report negative perceptions of their managers or over-report their own performance to appear favourable. Future research could incorporate supervisor rated performance, objective sales metrics, for instance, monthly revenue, conversion rates and customer satisfaction scores, or peer evaluations to mitigate this limitation.

Fourth, the data results of this study have low explanatory power, there are only 23.1% of the variance ($R^2 = 0.231$) in the regression model explained employee performance, indicating that the five micromanagement dimensions collectively account for a relatively small portion of performance outcomes and variance.

Therefore, it is suggesting that other important factors such as compensation structures, training quality, peer support, market conditions, or individual motivation were not included in this study.

Fifth, while the literature review suggested possible short-term advantages in certain contexts, the study did not compare micromanagement with alternative leadership styles such as empowering leadership, transformational leadership, supportive supervision, or laissez-faire approaches. Therefore, it is not possible to conclude whether micromanagement is more or less effective than other management styles.

Lastly, the evolving nature of the sales environment including post-pandemic hybrid work models, digital sales tools, and artificial intelligence driven performance tracking may change how micromanagement is perceived and enacted. This study did not account for such technological or environmental shifts, which may limit the timeliness of the findings.

These limitations are acknowledged; however, they do not detract from the significance of the findings but merely provide platforms for future research to address these constraints comprehensively

5.7 Recommendations for Future Research

Based on the findings of this study, several recommendations are proposed for sales agents, managers, and future researchers.

5.7.1 For Sales Agents Experiencing Micromanagement

Sales agents who perceive excessive supervision, lack of autonomy, lack of trust, control orientation, or avoidance of delegation in their workplace are encouraged to consider the following recommendations:

First, initiate respectful and constructive conversations with their managers or supervisors. Expressing concerns professionally can help clarify expectations and reduce misunderstandings.

Second, consistently demonstrate competence and capability. Delivering high quality sales outcomes can gradually build managerial trust, potentially reducing the need for close monitoring.

Third, seek support from the Human Resource department or a trusted mentor within the organisation if the situation does not improve through direct communication.

Fourth, if micromanagement becomes excessive or destructive, consider external mediation or formal grievance channels to assist in resolving the issue.

5.7.2 For Managers and Organisations

First, leadership training is strongly recommended. Such training should focus on developing skills to balance strategic oversight with appropriate autonomy, particularly in high pressure sales environments. Managers should learn to recognise when close supervision is beneficial during training or compliance critical tasks and when it may undermine long-term motivation and job satisfaction.

Second, organisations are advised to establish clear performance metrics and feedback systems that emphasise outcomes rather than processes, thereby reducing the perceived need for constant monitoring.

Third, fostering a culture of trust, open communication, and selective delegation can help sustain sales agent performance while minimising the negative side effects of micromanagement.

Fourth, managers should be encouraged to periodically assess their own management style through anonymous employee feedback or 360-degree evaluations, allowing them to adjust their level of oversight based on agent competence and task complexity.

5.7.3 For Future Researchers

First, future researchers are advised to replicate similar studies in other Southeast Asian nations such as Indonesia, Thailand, Singapore, or the Philippines, or across

Western and Eastern culture to improve the cross-cultural generalisability of the findings. Therefore, comparisons across different firm types or industries within Malaysia such as hospitality, travel agency, industrial and manufacturing, direct selling and pharmaceutical would help determine whether the observed positive correlations between micromanagement and sales agent performance are context specific or more universal. Additionally, broadening the research scope to include diverse organisational settings such as small versus large sized firms, or local versus multinational companies will yield a more comprehensive understanding of the nuanced impacts of micromanagement on sales agent performance.

Second, future studies could explore additional mediating or moderating variables to provide a more comprehensive understanding of the mechanisms through which micromanagement affects performance. Specifically, variables such as employee morale, job satisfaction, organisational commitment, and cultural factors such as power distance and collectivism may play significant roles in shaping how sales agents respond to close supervision, limited autonomy, or lack of trust.

Third, longitudinal studies are strongly suggested to evaluate the long-term consequences of micromanagement on sales agent performance, turnover intentions, and overall organisational outcomes. This is especially important given that the present study found positive correlations that may reflect short-term effects rather than sustainable performance. A longitudinal design would help determine whether the apparent benefits of micromanagement persist over time or eventually lead to burnout, disengagement, or reduced productivity.

Fourth, future research should directly compare the effects of micromanagement against positive or hybrid leadership styles on sales agent outcomes. Such comparisons would provide a more balanced and practical recommendation for managers, helping them understand not only when micromanagement might be

temporarily useful but also what alternative approaches could yield better long-term results.

By addressing these avenues, future research can build upon the current findings and contribute to a more robust evidence base for managing sales agents effectively in Malaysia and beyond.

5.8 Conclusions

In conclusion, this study sheds light on the complex interplay of micromanagement dimensions and employee performance among sales agents in Malaysia. The correlations observed between excessive supervision, lack of autonomy, lack of trust, control orientation, avoidance of delegation, and employee performance highlight the multifaceted nature of micromanagement, emphasising the need for comprehensive, context-specific management strategies. This research presents a comprehensive analysis of how different micromanagement behaviours influence sales agent performance in the Malaysian sales industry, emphasising the nuanced and culturally embedded nature of the adoption process. The study's findings contribute significantly to the literature, offering valuable insights for researchers, managers, and policymakers. By addressing the challenges identified such as balancing supervision with autonomy and building trust through selective delegation and implementing the recommended strategies, organisations can navigate the complexities of managerial control, ensuring a responsible and effective approach to leading sales agents in the Malaysian context.

In essence, this study stands as a foundational exploration, inviting further research, discussions, and collaborative efforts to understand the dual nature of micromanagement and to harness its potential short-term benefits while mitigating long-term risks, thereby shaping the future of effective sales force management in Malaysia and beyond.

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APPENDICES

Appendix 3.1: Preliminary Test

Table 4.1: The revised questionnaire is as below:

No	Original Questions	Modification After Review	Sources
1	My supervisor closely monitors every step of my work.		Deen et al., (2025)
2	My supervisor constantly checks my progress, even for small tasks.		
3	My supervisor insists on being updated about every detail of ongoing tasks.		
4	My supervisor monitors my work activities in real-time (E.g., through digital tools or frequent check-ins).		
5	My supervisor requests frequent reports on my daily tasks and activities.	My supervisor requires me to submit reports on my tasks and activities on a regular basis. (E.g., daily / weekly)	
6	I am not allowed to make decisions without my supervisor's approval.		Deen et al., (2025)
7	My supervisor limits the freedom I have in performing my duties.		Deen et al., (2025)
8	I rarely have the opportunity to decide how to complete my work.		Deen et al., (2025)

9	I must seek permission from my supervisor before trying new approaches to my task.		Deen et al., (2025)
10	My supervisor sets rigid guidelines that leave little room for personal (judgment or creativity).	My supervisor sets rigid guidelines that leave little room for personal creativity.	Deci et al., (2001)
11	My supervisor does not trust employees to work independently.		Harris et al., (2007); Tepper (2000)
12	My supervisor believes work will fail unless personally monitored.		
13	My supervisor double-checks everything I do, showing a lack of confidence in my ability.	My supervisor reviews my work closely.	
14	My supervisor questions the accuracy of my work even when I have a proven track record.		
15	My supervisor rarely acknowledges my competence or expertise in my role.	My supervisor rarely acknowledges my competence in my role.	
16	My supervisor expects me to follow instructions exactly as given.		Cheng et al. (2004)
17	My supervisor discourages new or creative ways of doing work.	My supervisor discourages creative ways of doing work.	Cheng et al. (2004)
18	My supervisor prefers strict adherence to procedures rather than flexibility.	My supervisor prefers strict adherence to procedures.	Cheng et al. (2004)
19	My supervisor enforces compliance with rules even when situational flexibility would be more effective.	My supervisor prefers strict adherence to procedures.	Cheng et al. (2004)

20	My supervisor prioritises control and order over innovation and adaptability in our team.	My supervisor prioritises control and order over innovation in our team.	Deen et al., (2025)
21	My supervisor avoids delegating important tasks to subordinates.		Oluwafemi & Malomo (2025)
22	My supervisor prefers to handle critical decisions personally.		
23	My supervisor tends to redo the work I have already completed.		
24	My supervisor retains control over tasks that could easily be assigned to team members.		
25	My supervisor is reluctant to allow me to represent the team in meetings or decisions-making forums.	My supervisor is reluctant to allow me to represent the team in decisions-making forums.	
26	I complete my assigned tasks on time.		Aydemir & Kıpçak, (2024)
27	I consistently meet or exceed the performance goals set for my job.		
28	I deliver work of a quality that meets or exceeds required standards.	I deliver work of a quality that meets required standards.	
29	When problems arise in my work, I find solutions quickly and effectively.		
30	I continually work on improving my skills and performance in my role.		

31	I believe that the performance I achieve in my work is adequate or higher.	I believe that the performance I achieve in my work is adequate.	
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Note. Developed for research.

Appendix 3.2: Pilot Test Questionnaire

The Impact of Micromanagement on Employee Performance among Sales Agents in Malaysia

1. Researcher Details

Researcher:

Institution:

Position:

Years of experience:

Email:

2. Purpose of the Study

This survey aims to obtain practitioner insights on management practices in Malaysia's sales industry, particularly focusing on micromanagement behaviors and how they relate to job performance. The interview will also explore job stress as a mediating variable and emotional intelligence as a moderating variable.

3. Participant Eligibility

Participants should meet the following criteria:

- Currently working in a managerial, supervisory, HR, or operational role related to sales teams, OR

- Previously held such a role within the past 3 years
- Based in Malaysia

4. Interview Method & Duration

- **Format:** Face-to-face / Online voice call / Video call (as agreed)
- **Duration:** Approximately 30–45 minutes
- **Recording:** Audio recording with consent for transcription purposes only

5. Confidentiality & Data Protection

- Participation is voluntary.
- Participants may choose not to answer any question.
- Data will be anonymized (no names, no company identifiers).
- Data will be used for research and academic reporting only.

7. Consent Statement

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly

identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

- a) Name
- b) Identity card
- c) Place of Birth
- d) Address
- e) Education History
- f) Employment History
- g) Medical History
- h) Blood type
- i) Race
- j) Religion
- k) Photo
- l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:

- a) For assessment of any application to UTAR
- b) For processing any benefits and services
- c) For communication purposes
- d) For advertorial and news
- e) For general administration and record purposes
- f) For enhancing the value of education
- g) For educational and related purposes consequential to UTAR
- h) For replying any responds to complaints and enquiries
- i) For the purpose of our corporate governance
- j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or

UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
 5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.
 6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.
 7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
 8. You may access and update your personal data by writing to us at
-

Consent:

Acknowledgment of Notice

[] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[] I disagree, my personal data will not be processed.

.....

.....

Name:

Date:

Survey Questions

Section A: Background & Context

1. Could you briefly describe your current role and responsibilities within the sales operation?
2. Based on your experience, how would you describe the overall management style in your organization?

Section B: Micromanagement Behaviors

B1. Excessive Supervision

3. To what extent do supervisors monitor or track the daily work of sales agents?
4. How do sales agents usually react to close supervision?

B2. Lack of Autonomy

5. Do sales agents have room to make decisions independently? If so, in what areas?
6. How does limited autonomy influence their motivation or initiative?

B3. Lack of Trust

7. How would you describe the level of trust supervisors have in their sales teams?
8. Have you observed situations where limited trust affects agents' confidence or ownership?

B4. Control Orientation

9. Do supervisors emphasize strict control and adherence to procedures? How so?
10. Do you feel the focus is more on control than on employee development?

B5. Avoidance of Delegation

11. Do supervisors delegate key tasks or problem-solving responsibilities? Why or why not?
12. What factors discourage delegation in your setting?

Section C: Job Stress (Mediator)

13. From your perspective, do sales agents experience stress related to supervisory practices?
If yes, what contributes to it?
14. How do high levels of oversight or limited decision-making influence their stress levels?
15. In your observation, how does job stress influence agents' performance or behavior at work?

Section D: Emotional Intelligence (Moderator)

16. In your experience, do some sales agents manage supervision pressure better due to personal traits?
17. How do skills such as self-control, empathy, or adaptability help agents handle supervisory demands?
18. Do emotionally intelligent agents show differences in performance or stress tolerance? In what ways?

Section E: Job Performance Outcomes

19. How do supervisory practices influence sales performance, customer handling, or productivity?
20. Have you noticed any connections between supervision style and turnover or retention?

Section F: Closing & Validation

21. Do you think micromanagement-related issues are present in Malaysia's sales industry? Why or why not?
22. What changes would you suggest to improve performance without increasing stress?

8. Closing Remarks

Thank the participant and reassure them that:

- Their data will remain confidential and anonymized
- They may request a copy of research findings if desired
- They may contact the researcher for any follow-up clarification

Appendix 3.3: Final Survey Questionnaire

Dear Sir/Madam,

My name is **Chen Yu Wen Sharen**, a final-year student from the **Bachelor of International Business (Honours) program at Universiti Tunku Abdul Rahman (UTAR), Sungai Long Campus**. I am currently conducting a research study titled:

“The Impact of Micromanagement on Employee Performance among Sales Agents in Malaysia” under the supervision of **Dr. Jayamalathi**.

The purpose of this research is to examine how the five dimensions of micromanagement, namely **excessive supervision, lack of autonomy, lack of trust, control orientation, and avoidance of delegation**, influence the job performance of sales agents in Malaysia. Your participation will greatly contribute to understanding how managerial practices affect workplace outcomes in the Malaysian sales industry.

You are invited to participate in this survey, which will take approximately **10–15 minutes** to complete. Your response is extremely valuable as the study aims to gather a minimum of **200 respondents** to ensure accuracy and reliability of the findings. Therefore, I kindly ask that you answer all questions as truthfully and thoughtfully as possible based on your personal experience.

All your responses will be treated with **strict confidentiality**. The results will only be reported in **aggregate form**, and no individual participant will be identified in any manner. The data collected will be used **solely for academic purposes**. A summary of the findings can be provided upon request once the study is completed.

Your participation is **voluntary**, and you may withdraw from the survey at any time without any consequences. Should you have any questions or require further clarification regarding this study, please feel free to contact me using the details below.

Thank you very much for your time and valuable contribution to this research.

Yours sincerely,

Chen Yu Wen Sharen

Email: Sharen605@1utar.my

Title of Study: The Impact of Micromanagement on Employee Performance among Sales Agents in Malaysia

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:
 - a) Name
 - b) Identity card
 - c) Place of Birth
 - d) Address
 - e) Education History
 - f) Employment History
 - g) Medical History
 - h) Blood type
 - i) Race
 - j) Religion
 - k) Photo
 - l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:
 - a) For assessment of any application to UTAR
 - b) For processing any benefits and services
 - c) For communication purposes
 - d) For advertorial and news
 - e) For general administration and record purposes
 - f) For enhancing the value of education
 - g) For educational and related purposes consequential to UTAR

- h) For replying any responds to complaints and enquiries
 - i) For the purpose of our corporate governance
 - j) For the purposes of conducting research/ collaboration
3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
 4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
 5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.
 6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.
 7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
 8. You may access and update your personal data by writing to us at_____.

Consent

Acknowledgment of Notice

[] I have been notified and that I hereby understood, consented and agreed per
UTAR above notice.

[] I disagree, my personal data will not be processed.

.....

Name:

Da

There are **THREE (3)** sections in this questionnaire. Please answer **ALL** questions. Thank you

SECTION A: DEMOGRAPHICS

Please tick (✓) the box that best represents you.

1. Gender

- Male Female

2. Age

- 18-24 years
 25-34 years
 35 - 44 years
 45 – 54 years
 55 – 60 years
 More than 61 years

3. Industry of Employment:

- Retail
 E-commerce / Online Sales
 Telecommunications
 Insurance / Finance
 Real Estate
 FMCG (Fast-Moving Consumer Goods)
 Academician
 Other: _____

4. Years of Experience as a Sales Agent:

- Less than 1 year
 1–3 years

- 4–6 years
- 7–10 years
- More than 10 years

5. Type of Employment:

- Full-time
- Part-time
- Contract / Freelance
- Other: _____

SECTION B: PERCEPTIONS OF MICROMANAGEMENT

This section aims to understand your perceptions of your immediate supervisor's management style.

Instructions: Please indicate how strongly you agree or disagree with each statement regarding your immediate supervisor.

Scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Dimension 1: Excessive Supervision

No.	Statement	1	2	3	4	5
1	My supervisor closely monitors every step of my work.					
2	My supervisor constantly checks my progress, even for small tasks.					
3	My supervisor insists on being updated about every detail of ongoing tasks.					
4	My supervisor monitors my work activities in real-time (E.g., through digital tools or frequent check-ins).					
5	My supervisor requires me to submit reports on my tasks and activities on a regular basis. (E.g., daily weekly)					

Dimension 2: Lack of Autonomy

No.	Statement	1	2	3	4	5
6	I am not allowed to make decisions without my supervisor's approval.					
7	My supervisor limits the freedom I have in performing my duties.					
8	I rarely have the opportunity to decide how to complete my work.					
9	I must seek permission from my supervisor before trying new approaches to my tasks.					
10	My supervisor sets rigid guidelines that leave little room for personal creativity.					

Dimension 3: Lack of Trust

No.	Statement	1	2	3	4	5
11	My supervisor does not trust employees to work independently.					
12	My supervisor believes work will fail unless personally monitored.					
13	My supervisor reviews my work closely.					
14	My supervisor questions the accuracy of my work even when I have a proven track record.					

15 My supervisor rarely acknowledges my competence in my role.

Dimension 4: Control Orientation

No.	Statement	1	2	3	4	5
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16 My supervisor expects me to follow instructions exactly as given.

17 My supervisor discourages creative ways of doing work.

18 My supervisor prefers strict adherence to procedures.

19 My supervisor enforces compliance with rules.

20 My supervisor prioritizes control and order over innovation in our team.

Dimension 5: Avoidance of Delegation

No.	Statement	1	2	3	4	5
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21 My supervisor avoids delegating important tasks to subordinates.

22 My supervisor prefers to handle critical decisions personally.

23 My supervisor tends to redo the work I have already completed.

24 My supervisor retains control over tasks that could easily be assigned to team members.

25 My supervisor is reluctant to allow me to represent the team in decision making forums.

SECTION C: EMPLOYEE JOB PERFORMANCE

This section aims to measure your self-assessment of job performance in your current role as a sales agent.

Instructions:

Please indicate how much you agree with each of the following statements regarding your own job performance in your current role.

Use the scale below:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	I complete my assigned tasks on time.					
2	I consistently meet or exceed the performance goals set for my job.					
3	I deliver work of a quality that meets required standards.					
4	When problems arise in my work, I find solutions quickly and effectively.					
5	I continuously work on improving my skills and performance in my role.					
6	I believe that the performance I achieve in my work is adequate.					

Appendix 3.4: Ethical Approval Letter



UNIVERSITI TUNKU ABDUL RAHMAN

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Co. No. 578227-M

Re: U/SERC/78-669/2026

7 January 2026

Dr Yeong Wai Mun
Head, Department of International Business
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Yeong,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your students' research project from Bachelor of International Business (Honours) programme enrolled in course UKMZ3016. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	The Impact of AI Such as ChatGPT on Students' Learning and Daily Life	Chin Yin Tong	Dr Eaw Hooi Cheng	7 January 2026 – 6 January 2027
2.	Factor that Influences User Trust in Platform-based Business	Nicholas Tang Kien Yuan	Dr Jayamalathi a/p Jayabalan	
3.	Do Students Prefer Working with Flexible Hours and Locations or Fixed Working Hours and Location	Tan Song Ze	Dr Kalaivani a/p Jayaraman	
4.	Factors of E-commerce That Influence Customer Satisfaction Among Gen Z in Malaysia	Yap Chen Khai	Dr Komathi a/p Munusamy	
5.	A Case Study of Patient Satisfaction in a Private Clinic in Negeri Sembilan	Liew Xin Yee	Ms Lim Yee Wui	
6.	The Influence of Trend Culture on Gen Z's Purchase Decision for Collectible Items	Peggy Loh Zi Xuan	Dr Foo Meow Yee	
7.	Determinants of In-game Purchase Intention Among Malaysian Youth Online Gamers	Lim Jing Hao	Dr Yeong Wai Mun	
8.	Consumer Buying Behaviour Towards Consumer Products in Malaysia	Tee Xin Zhuen	Dr Foo Meow Yee	
9.	The Impact of Micromanagement on Employee Performance Among Sales Agents in Malaysia	Chen Yu Wen Sharen	Dr Jayamalathi a/p Jayabalan	
10.	Drivers of Generation Z Consumers' Purchase Intention Toward Green Skin Care Products	Lee Ken Hau	Dr Malathi Nair a/p G Narayana Nair	

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888 Fax: (605) 466 1313

Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia Tel:
(603) 9086 0288 Fax: (603) 9019 8868



11.	The Influence of Company Benefits on Job Outcomes Among Malaysians' Employees	Khong Yucee Ching	Dr Omar Hamdan Mohammad Alkharabsheh	
12.	The Influence of Organizational Communication, Coworker Support, and Job Stress with the Mediating Role of Job Satisfaction on Employees' Motivation	Phun Yan Jun	Ms Hooi Pik Hua @Rae Hooi	
No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	The Impact of Brand Equity Dimensions on Brand Loyalty Among Generation Z in the Sports Footwear Industry	Ng Zhen Yang	Dr Malathi Nair a/p G Narayana Nair	7 January 2026 – 6 January 2027
14.	The Influence of Social Media Influencers on Malaysian Consumers' Purchase Intention Toward International Brands	Lim Wei Qi	Dr Foo Meow Yee	
15.	A Study of Reverse Logistic and Its Role in Brand Image and Customer Perception	Chang Kar Tung		
16.	The Role of Cross-Border E-Commerce Does Promote Buying Intentions for Consumers	Ho Jia Rok		
17.	Understanding the Influence of Online Scams on Consumer Purchase Intentions Among Malaysian Social Media Users	Aw Yong See Win	Dr Choo Siew Ming	
18.	Exploring the Intention of Reside in Retirement Villages Among Gen Z in Malaysia	Teo Yi Qi	Ms Goh Poh Jin	
19.	The Influence of Brand Trust on Young Adults' Preferences for Malaysia-Based Coffee Brands	Liau Wei Sim	Dr Malathi Nair a/p G Narayana Nair	
20.	Factors Influencing Malaysian Consumers' Purchase Intention Toward International Beauty Products	Tan Sze Wing	Dr Foo Meow Yee	
21.	Consumer Choice of Sustainable Mobility: A Study of Determinants Influencing Electric Vehicle Purchase Intention	Shao Yuhao	Ms Goh Poh Jin	
22.	The Impact of Product Variety, Promotions, Accessibility, Mall Cleanliness & Maintenance on Shoppers' Revisit Intention in Urban Shopping Malls: A Functional Value Analysis	Tan Yue Wey	Dr Choo Siew Ming	
23.	Young Consumers' Purchase Intention Toward Green Products in Malaysia: Drivers and Challenges in Green Marketing	Chin Zhi Qian		
24.	Chasing the Surprise: Understanding What Drives Impulse Buying in Blind Box Market Among Malaysian Generation Z	Tan Zung Yan	Ms Tai Lit Cheng	
25.	The Impact of Job Performance, Job Satisfaction Skills Development and AI Adoption on Employee Commitment	Hoo Yuan Yien	Dr Omar Hamdan Mohammad Alkharabsheh	
26.	Independent Journeys: Investigating the Key Determinants of Gen Z Female Travelers' Solo Travel Intentions	Chong Wai Sam	Ms Goh Poh Jin	
27.	Understanding Generation Z Consumer Behavior: The Role of Data-Driven Marketing in Shaping Customer Engagement in Online Shopping	Audrey Chong Jia Wen	Dr Choo Siew Ming	
28.	The Influence of Job Characteristics on Meaningful Work and Quiet Quitting in Multinational Corporations	Dominic Koh Wen Cong	Dr Low Mei Peng	
29.	Determinants of Entrepreneurial Intentions Among Female University Students	Victoria Wee Yuet Fang	Dr Kalaivani a/p Jayaraman	
30.	Factors that Influence the EV Purchase Intention: The Moderating Role of Incentive Policy	Kuan Jo Yin	Ms Goh Poh Jin	
31.	Understanding the Dynamics of Short-Form Video Marketing: An Analysis of Purchase Intention Among Young Consumers in Malaysia	Chia Zhi Han	Dr Choo Siew Ming	
32.	Psychological Stress Among Gen Z Malaysian Students Preparing for International Education Abroad	Dania Natasya BInti Nagayaya	Dr Malathi Nair a/p G Narayana Nair	

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research;
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,



Professor Dr Zuraidah Abd Manaf
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Accountancy and Management