HOW TO INTEGRATE MICRO AND MACRO MANAGEMENT FOR ORGANIZATION EVOLUTION?

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Abstract - Work place diversity is best studied through observing the behavior and efforts of the organization's leaders. The strategic plan developed by the company leaders modifies the goals for upper management that builds the steps to making strategy into action. Every leader performs two roles in the organization, one is macro managerial and the second one is micro managerial role. Creating a right environment and culture in the organization is an essential component of macro leadership and analyzing and implementing the plan of action on a day-to-day basis by monitoring every activity is micro level leadership. This paper focuses on understanding the functions of a leader at macro and micro leadership level and aims to do a comparative study between micro and macro management. It presents the theoretical concepts about micro and macro managerial style of leadership and its implementation. Considering the qualitative data with observation and case studies from non - numerical data, certain explanatory conclusion has been derived. Evidently from my analysis draws a picture that shows the various phases of micro and macro management and its upcoming potential for good organizational behaviour. One of the most critical challenges faced by leaders is how to integrate micro and macro domains and finally, offer suggestions for future research with the goal of bridging the micro–macro gap.

Keywords - Diversity, Qualitative Data, Macro and Micro Level Leadership, Organizational Behavior

I. INTRODUCTION

Organizational behavior is a modern configuration of business management study and research that examines how a company operates based on its social stratum, employee relationships and leadership styles. It emerges from many different disciplines, especially studies of social-psychological aspects of human behavior. Management styles are the strategies of manager in making decisions and relating to subordinates. The management style of an organization should be dependent on the nature of the task, organizational culture, personality of manager and the demands of other external collaborators. Various theories of management and business techniques are generated from organizational behavior. The modern field of management began with an integrated focus as symbolized in Frederick Taylor’s (1911) The Principles of Scientific Management, which examined how individual performance improvements could lead to great profit at the organizational level of analysis. Specialization has led to a division labeled “micro” and “macro” management research domains and research can be in either micro (e.g., organizational behavior, human resource management (HR) or macro (e.g., business policy and strategy [BPS], organization and management theory [OMT]) domains.

Macro is generally considered to be the Master plan of the leader and micro is considered to be the ‘job’ achievement of the leader.

Micro

Micro-organizational behavior emphasis on individual and group mobility within an organization or in other words, how employees act alone or in teams or groups. On an individual basis, much of micro-organizational behavior deals with mentoring, motivating and rewarding employees in ways that work best for them, and studying their personality. Team studies plays a key role in organizational behavior studies and examine the best ways to form, use and lead teams in various situations. Micromanagement refers to managing small role in work place and focuses on attention to detail. At this level of leadership, the leader develops relationships with employee teams, designs plans to complete the tasks, mentors and motivates team. The leader functions by assigning them their roles and responsibilities in achieving the given tasks. Micromanagement is generally considered to have a negative implication, mainly due to the fact that it shows a lack of self-determination in the workplace.

Macro

Macro-organizational behavior looks at an organization as a whole and examines how organizational strategies regarding employees and leadership affect the performance of the entire organization. At the macro level, the leader is more focused on bringing an evolutionary change in the organization by vigilantly monitoring the external and internal environment of it. The leader develops a long-term strategy by visualizing and anticipating the changes in the external environment and makes the organizational changes required in the internal environment to synchronize the external changes. Macroleadership level is a strategic one. The leader thinks from a very broader perspective by analyzing the business environment and suitably adapting the
organization to the robustness of external environment, keeping the vision, mission and objectives of the organization in mind. The leader makes plans to expand the business by looking at various opportunities and keeps trying to innovate by launching new products, entering into new markets, making modifications to the existing products and services, and modifying the organizational strategies to deal with all the external shareholders of the organization. The leader also modifies the vision, mission and objectives of the organization timely depending on the need. All the actions of the leader at this strategic level of leadership are oriented towards achieving credibility of the organization. So, at the macro leadership level, the leader plays a ‘transformational’ role.

Micro Changes
The purpose of organizational behavioral studies is to change businesses in ways that make a difference, improving performance and ultimately profits. On the micro level, this has a lot to do with interpersonal relations, seek ways to coach employees to learn more skills and advance in the organization. They study methods to use teams to complete tasks without wasting time or falling into group discussions.

Macro Changes
Macro changes affect the organization as a whole and are affected by the company’s own standards, government regulations and decision making power.

Micro versus Macro
Macro manager is one who is concerned with the big profile of company, creates a clear vision, establishes appropriate boundaries, and facilitates team collaboration. There is lack of direction in decision making among employees and there is no time for effective supervision. In contrast to micromanaging, employees who need guidance in their jobs suffer due to mistakes. Typical micro managers refuse to delegate duties, make employees less productive and discouraging others from making decisions without consulting them. Various strategies for coping with micro managers include understanding their decision making process, asking questions when in doubt, attempting to exceed expectation by coaching others, constantly engaging in self-evaluation and being strategic in thinking and planning. These behaviors help to increase supervisor’s trust and confidence. Contingency Management Theory by Fiedler is considered suitable for this study. A contingency approach to management is based on the theory that management effectiveness is contingent or dependent, on the interplay between the application of management behaviors and specific circumstances. The key factors of the theory are that a leader must be able to identify which management style will help to achieve the organization’s goals and leaders will be able to achieve more influence if they are to have good relationships with the employees.

II. THE NEGATIVE EFFECTS OF MICROMANAGEMENT

Supervisors who micromanage their subordinates involve in a continuous surveillance of employee productivity and control their work by monitoring day-to-day activities of an employee. Micro managers feel that it is more important to give directions rather than empowering their employees. While micromanagement may be effective in the short-term, continuous use of this leadership approach can have damaging consequences on workplace culture, as too much time focusing on the detailed activities of their employees fail to focus on more important organizational goals including departmental growth. Micromanagement can be advantageous in some short-term situations, such as while training new employees, increasing productivity of underperforming employees, but signs such as low employee morale, high staff turnover, reduction of productivity and employee dissatisfaction can be associated with micromanagement. Conducting a self-assessment of one’s leadership style can be preferable. The right task is to find a balance between effectively performing daily obligations and strategically planning for the future. This task typically involves proper delegation of duties, and that itself is a big challenge. Proper delegation of tasks is the primary key to fighting micromanaging behavior, however, some other suggestions include:

1. Develop a vision of what the organization will look like in the future.
2. Hire people with the right skills for the work.
3. Develop a policy and procedures guide.
4. Develop strong lines of communication between managers and subordinates.
5. Expect some employee mistakes

In addition of micromanaging, Macro management is a management style that’s focused more on the “big image” and less on the minute details of daily operations. Macro managers give general instructions on smaller tasks while putting in more effort to supervise big issues and instruct other leaders how to work effectively with their teams. It’s a strategy that encourages managers to reflect on what is happening in their own individual functions. Focus on vision rather than production. Here is how to become a good macro manager:

1. Start with the final goal in mind. Macromangers focus on the final outcome
of business.

2. **Let people frame out how they will get there.** Macro managers give employees choice to impress them, and trust them to come up with the right solution and processes and they hire people for their skills and creativity.

3. **Empower employees.** Macro managers encourage their employees to be proud of their accomplishments and help them learn skills that produce better results.

4. **Know when you need to step up, and when to step down.** Macro managers don't give people the answers but rather direct them and point out alternate ways of thinking that could lead to better outcomes.

### Micromanager Approach

<table>
<thead>
<tr>
<th>How: Micro managers want to explain how to achieve a task.</th>
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<tr>
<td>Directive: Micro managers tend to give commands.</td>
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<tr>
<td>Procedures: Micro managers concern with regulations, policies and procedures</td>
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<tr>
<td>Monitor: Micro managers follow-up and ensures that commitments performed have been delivered.</td>
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<tr>
<td>Compliance: Micro managers ensure that procedures have been followed and results delivered.</td>
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<tr>
<td>Clearing house: Micro managers accepting and directing information where it is required.</td>
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### Macromanager Approach

| What: Macromanagers are more concerned about the end result or what is delivered. |
| Direction: Macromanagers tend to determine the path and let others figure out how to reach there. |
| Possibilities: Macro managers focus instead on opportunities and create a captivating vision of the future. |
| Mentor: Macromanagers focus their efficiency on helping others grow and develop to reach their potential. |
| Commitment: Macro managers ensure a sustainable source of ideas and in depth connection to the organization's mission. |
| Collaboration: Macromanagers encourage networking among team members and ongoing connections to serve the organization as a whole. |

### How to Balance Micro and Macro management?

The perfect balance between micro and macro management lies within performance management business practices and procedures. We do not have to look in detail about the work they are doing, and have an opportunity to improve themselves with their own knowledge. We don’t want to tell an employee everything they need to do to fix a problem. Instead, we need to let them work out the solution on their own. We can help them in the right direction, but never assume full control and do their work for them or else they will never learn. Some business owners adopt a macro-level approach and others point on the details, with a micro-level orientation. A combination of the two theoretical orientations can get a wider picture of our business’ strengths and weaknesses in the real world.

The micro-level perspective focuses on small details and daily interactions with team. The macro-level perspective considers the full picture of the business and macro-level issues typically incorporate several smaller micro-level issues or problems.

### How the Two Perspectives Interact with each other?

No clear line of distinction separates macro- and micro-level perspectives. Micro-level problems typically lead to macro-level ones, and solving a macro-level problem often requires managers to examine micro-level challenges and policies. For example, when a manager notices that profits have declined, she will need to examine why, and he may find that the business is doing poorly at customer service. This situation require a micro-level investigation of customer-staff interactions.

### Adopting the Right Perspective

Good managers adopt both micro-level and macro-level perspectives whenever necessary. Managers frequently begin with macro-level issues such as diminished profits or declined returns on investments. Solving these problems requires determining the micro-level issues that do and do not contribute to the issues.

### CONCLUSION

In summary, although managers should exercise control, that control should come with clear direction and supervision for employees to follow. Managers should then allow employees to practice following the supervision and guidance, while asking questions as needed to perform tasks. As employees successfully follow the guidance, they become confident and independent, hence job satisfaction, creativity and morale are high. This marks a win-win situation for the employee, the manager, and the overall organization. While both macro and micro management styles have clear merits and demerits, they are not always ineffective. In fact, highly successful management can result from both styles of management. This paper evaluates how business operating environments influence the choice of management style.

The true task is to find a balance between effectively performing daily obligations and strategically planning for the future. This task typically involves proper delegation of duties, and that in itself is a difficult challenge. Bridging or integrating both micro and macro management is feasible for effective organizational growth.

### REFERENCES


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